

# National Academy of Medical Sciences



## Concepts and Theories of Leadership

Leadership Excellence And Development (LEAD) Program

Third, 5-7 July 2024

Dr Sanjiv Kumar, MBBS, MD, DNB (MCH), MBA, FIPHA, FIAMS, FAMS, FIAPSM  
Chair 3 Domain Health Leadership Foundation,  
Professor INCLEN Institute of Global Health, New Delhi



# At the end of the session, the participants will be conversant with

1

What is leadership?

2

Concepts and theories of leadership in Health

*"Leaders knows the way, show the way and walk the way" - Unknown*

# What is Leadership?

- Ability to influence a group to achieve goals
- Motivating and inspiring people to act towards achieving a common goal
- Leaders produce leaders

(Laboratory leadership competency framework. Geneva: World Health Organization; 2019)



**“Leadership’s not a title.  
It’s a behavior.  
Live it.”**

# What do Leaders do?

1. Establish a clear vision
2. Share that vision and make other follow willingly
3. Provide information, knowledge, and resources to realize that vision and
4. Coordinate and balance the conflicting interests



“Leaders should be able to pass on their vision, thoughts and techniques in simple digestible form to other people.” WHO Round Table Leadership in Health. World Health Forum. 1988(9); 147-174.

# Does Leadership make a difference?

## Empirical Data

- Leadership accounts for 20-45% in organizational achievement
- Outcomes influenced by many other factors outside the control of the leader

## Anecdotal Data

- Public Health/Medicine – Dr Sushila Nayyar, Dr BC Roy, Dr V Ramalingaswami, Dr SK Sarin, Dr K Srinath Reddy....
- Business - JRD Tata, Dhirubhai Ambani, Bill Gates, Steve Jobs
- Society – Chanakya, Buddha, Gandhi, Mandela, Lincoln,.

# Why Incompetent persons move into Leadership Positions?

1. Technical competencies but lack leadership skills
2. Displays of confidence often misinterpreted as a sign of competence
3. Arrogance masked as charisma or charm
4. Self-centred, narcissistic individuals wrongly seen as leadership
5. Under representation of women in leadership positions

# Evolution of Learning of Leadership

## **Phase I (1800-1940): Trait Era**

- Leaders are born: bestowed special qualities
- Read autobiographies of great leaders and Imitate their style

## **Phase II (1940-1970): Behaviour Era**

- Right behaviour can be studied and measured
- It can be taught through various methods

## **Phase III (1970- 2000): Contingency Era**

- No one best way, contextual. People can learn to become good leaders
- Focus on relationship between leaders and followers

## **Phase IV (2000- ): Personalised**

- Personalized Approach such as The three domains model of capacity development helps individuals and trainers in a simple practical way
- Personal Leadership Plan and follow up

# Leadership: Four Essentials

1. **Embody Values of Quality** in all actions
2. **Create Clear, Compelling Vision & Mission** for the team/organization - Quality, compassion & co-opts others into it
3. **Focus on Process and not outcomes** Continuous quality improvement  
(कर्मण्येवाधिकारस्ते मा फलेषु कदाचन। मा कर्मफलहेतुर्भूर्मा ते सङ्गोऽस्त्वकर्मणि ॥ २-४७)
4. **Motivate:** Stays motivated and motivates others

# Role: Senior Leaders in Academics

1. Collaborate & Partner with other ministries, politicians, stake holders & CSOs
2. Strengthen capacity to use & generate evidence
3. Promote understanding of determinants of health and health inequity
4. Manage, negotiate competing interests
5. Support development, implementation, monitoring & evaluation of new programs, interventions and initiatives

# Leadership Role as Medical Faculty

Academic institutions develop skilled manpower

Teachers are the backbone of any academic institution

Role of teachers is to identify and work with all major stakeholders:

- you (as a teacher)
- learner (student)
- colleagues (fellow teachers & mentors), and
- external environment (parents, peers, social circle, politicians, media, sectoral and external environment).

# Leadership Role in Academics

- Teacher is an agent of change & transformation in the health care system
- Effective learning of UGs, PGs, young faculty (happens in an environment of reflective thinking)
- They need to provoke critical, creativity and reflective thinking in students

# Core values of Teaching Profession

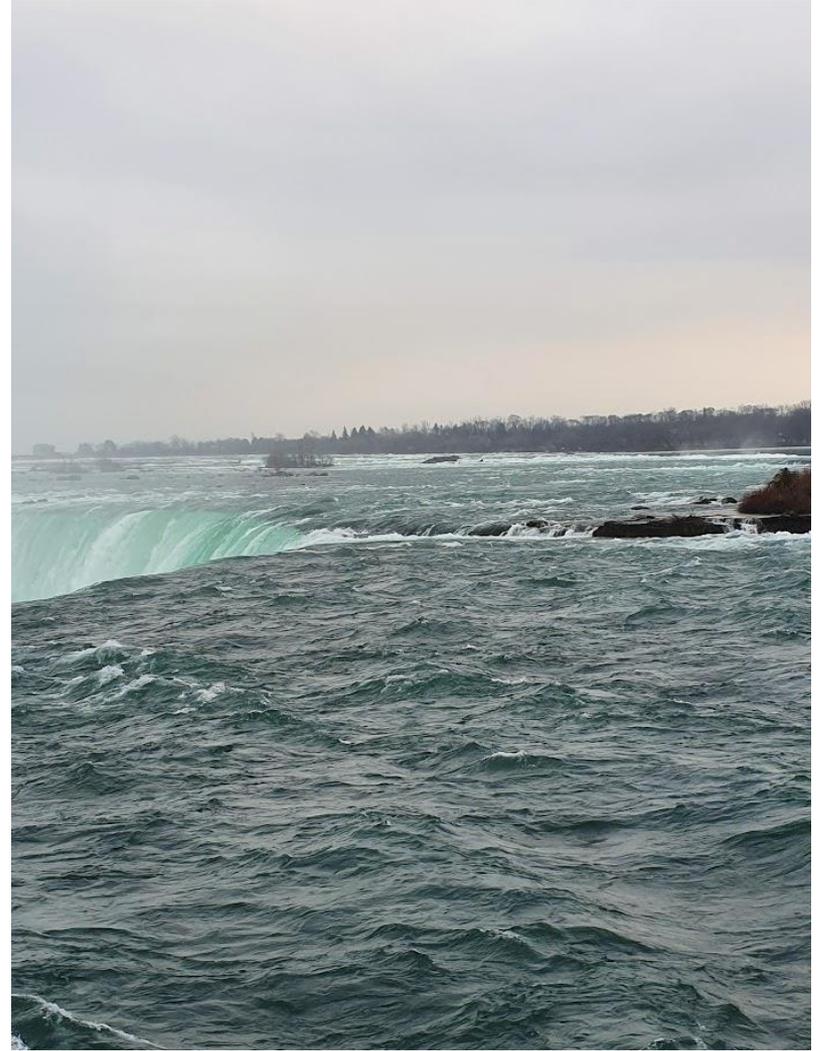
(Adapted from General Teaching Council of Northern Ireland 2004 and Australian Education and Training Department, Canberra 2006)

Trust	Honesty & Fairness	Commitment
Respect	Efficiency & Effectiveness	Equality
Integrity	Tolerance	Accountability
Service to Public	Responsive to students, govt, politicians & public	

# Challenges Health Leaders Face

1. Access to and ability to influence politicians
2. Political commitment and discontinuity
3. Politicization of bureaucracy and corruption
4. Difficulty in gathering and disseminating evidence
5. Inadequate resources incl. leadership skills among health professionals

# Monotony Break 1: Identify this



# Accidental leader\*

“The individual who is pushed into leadership position being good at her specialty, s/he finds promoted, getting more responsibility, getting direct reports suddenly...wow!

S/he may not have leadership skills.”

Most, if not all, of us start as accidental leaders

\*Kumar S, Kumar N. Leadership Training for Public Health Professionals: Proposed Methodology based on the learnings from a Decade’s Experience. Health & Population Perspectives & Issues. 44(3): 126-139



# Features of Genuine & Accidental leaders

Area	Genuine Leaders	Accidental Leaders
Source	Demonstrate <b>leadership skills</b>	Depend on <b>authority</b> & not leadership skills
Skills	Move up as they have leadership skills	Reach by <b>seniority, influence, academic achievements</b>
Self-awareness	Know their strengths & weaknesses. Believe in <b>life-long learning</b> .	May or may not be self-aware. <b>Often feel they know everything.</b>
Vision	<b>Vision for self, organization &amp; team members</b>	Often <b>lack vision and focus on short term results</b>
Focus on	<b>Future, values &amp; culture</b>	<b>Present, structures, and hierarchy</b>
Team building	Strongly belief in <b>teamwork</b> & encourage it	<b>Achieve results even at the cost of team building</b>
Leave Legacy & Leaders	Believe in coaching, mentoring. <b>develop leaders</b> Leave <b>legacy: people remember</b>	<b>Do not build second rung</b> of leaders Complete their tenure and leave
Style	<b>Transformational</b>	<b>Transactional</b>
Culture	Create a good <b>organizational culture</b>	Follow established <b>rules and regulations</b>
Networking	Build <b>strong network</b> in & outside organization	Build <b>favorites &amp; cronies</b> to get what they want
Values	Emphasize: <b>integrity, quality, transparency, trust, &amp; openness.</b>	Work based on <b>whims &amp; fancies</b>

# Administrative, Managerial or Leadership Actions

	<b>Administrative</b>	<b>Managerial</b>	<b>Leadership</b>
<b>Main Concern</b>	<i><b>Follow Procedures</b></i> <i><b>Conformity</b></i>	<i><b>Get results</b></i> <i><b>Interaction</b></i>	<i><b>Excel</b></i> <i><b>Creativity</b></i>
<b>Focus on</b>	<i><b>Status Quo</b></i> <i><b>Quantity</b></i>	<i><b>Stability</b></i> <i><b>Quality</b></i>	<i><b>Trend Setting</b></i> <i><b>Pushing Benchmarks</b></i>
<b>Driven by</b>	<i><b>Past (precedence)</b></i> <i><b>Efficiency</b></i>	<i><b>Effectiveness</b></i> <i><b>Present</b></i>	<i><b>Boundary management</b></i> <i><b>Future</b></i>
<b>Approach</b>	<i><b>Tactics</b></i> <i><b>Hierarchy/Protocol</b></i>	<i><b>Strategy</b></i> <i><b>Matrix</b></i>	<i><b>Vision</b></i> <i><b>Network</b></i>
<b>Response</b>	<i><b>Reactive</b></i> <i><b>SOPs</b></i>	<i><b>Proactive</b></i> <i><b>Build Systems</b></i>	<i><b>Preactive</b></i> <i><b>Build Culture</b></i>
<b>Manage by</b>	<i><b>Supervision</b></i>	<i><b>Coaching</b></i>	<i><b>Mentoring</b></i>
<b>Power Source</b>	<i><b>Status</b></i> <i><b>Unshared Power</b></i>	<i><b>Competence</b></i> <i><b>Share Power</b></i>	<i><b>Empowerment</b></i> <i><b>Multiplying power</b></i>

# Monotony Break: Identify this



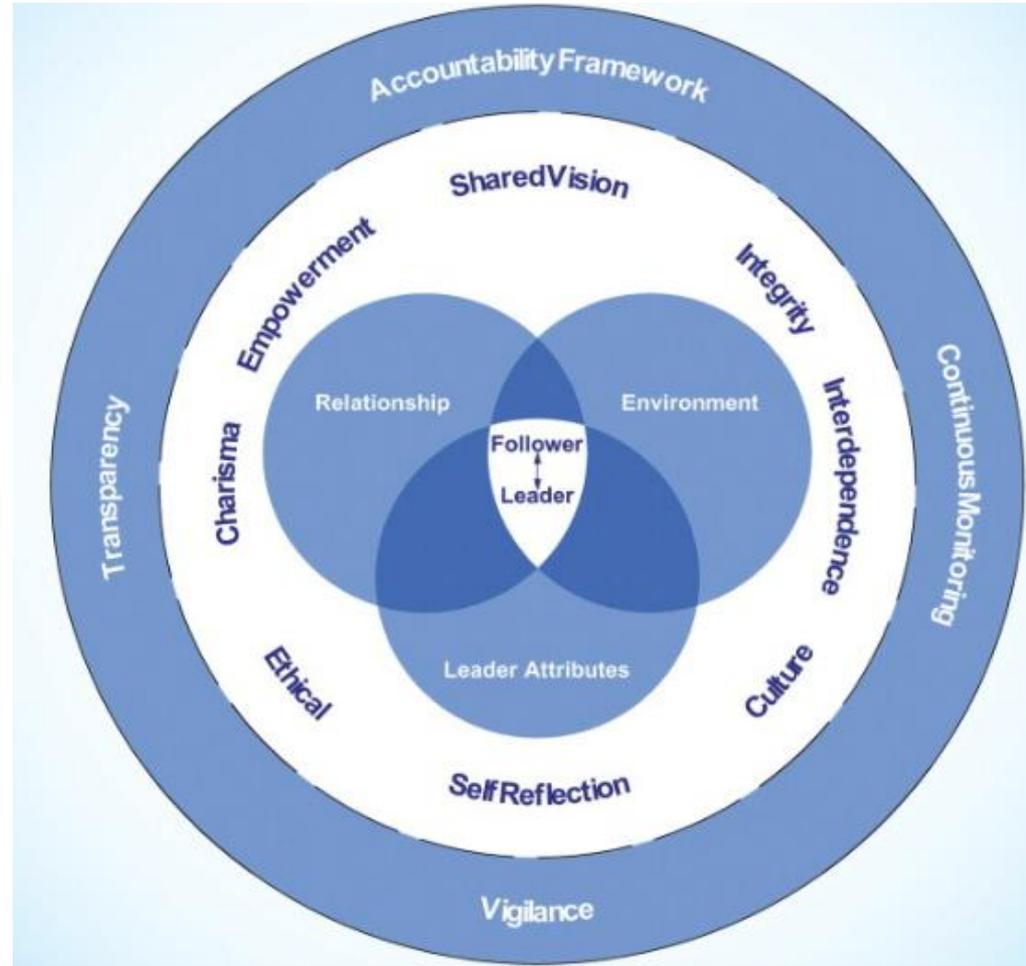
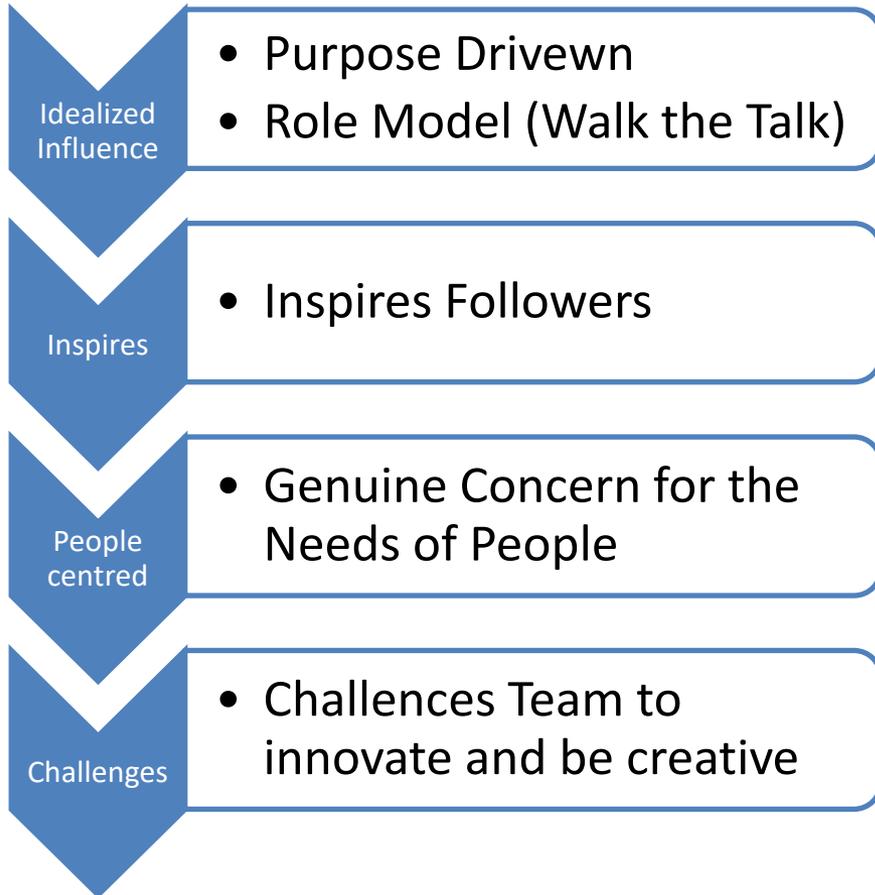
# Transactional Leaders

- **Transactional or Autocratic or Managerial:** the ‘top down approach’ leadership.
- Transactional leader is characterized by:
  - Contingent Reward
  - Management by Exception
  - Laissez-Faire

Transactional leaders can be good managers but not necessarily great leaders!



# Transformational Leadership



Four Basic Components in Transformational Leadership (Bass, 1985)

# Leadership Models

1. Kurt Lewin's Three Styles model
2. Tannenbaun & Schmidt's Leadership Continuum model
3. Fiedler Contingency model
4. Houses's Path-Goal theory
5. Blake and Mouton's Managerial Grid
6. Hersey & Blanchard's Situational Leadership model
7. Bolman and Deal's Four Frame model
8. Daniel Goleman's Six Styles of Leadership
9. Jim Colin's Five Levels of Leadership
10. Kumar S et al's Three Domains of Leadership Capacity

# Summary of Leadership Models

Source: Kumar S, Adhish VS, Deoki N. Making sense of theories of leadership for capacity building. Indian J Community Med 2014;39:82-6.

Trait Based	focused on identifying the traits of successful leaders. You cannot do much to change basic personality traits
Behaviour Based	concentrate on what are the most effective behaviors as a leader. The notable model in this category is Blake and Mouton's Managerial Grid
Contingency based	leadership methods change according to the 'situation'. It includes: Hersey and Blanchard's Situational Leadership® model; Kurt Lewin's Three Styles model; Tannenbaum & Schmidt's Leadership Continuum model; Fiedler Contingency model; House's Path-Goal theory; and Bolman and Deal's 4-Frame model
Functional	focus on what the leader has to do. These models focus on the areas that a leader must address to be effective. The most notable among these models are John Adair's Action-Centred Leadership and Kouzes and Posner's Five Leadership Practices
Integrated psychological	integrates the thinking behind the above leadership models, while addressing the leader's inner psychology, which tends not to be considered in more traditional leadership models in the above four categories. James Scouller's <sup>22</sup> Three Levels of Leadership model pioneers this category. These can be regarded as a relatively new view of leadership

# Daniel Goleman: 6 styles of leadership

## *1. Commanding*

The commanding style is to demand immediate compliance to orders. They have the 'do what I tell you' approach.



**This form of leadership style suits best in a situation of crisis or in the war ground.**

## *2. Visionary*

looks at mobilizing the people towards a single goal and vision. He has a clear 'come with me' approach for achieving his organizational goals.



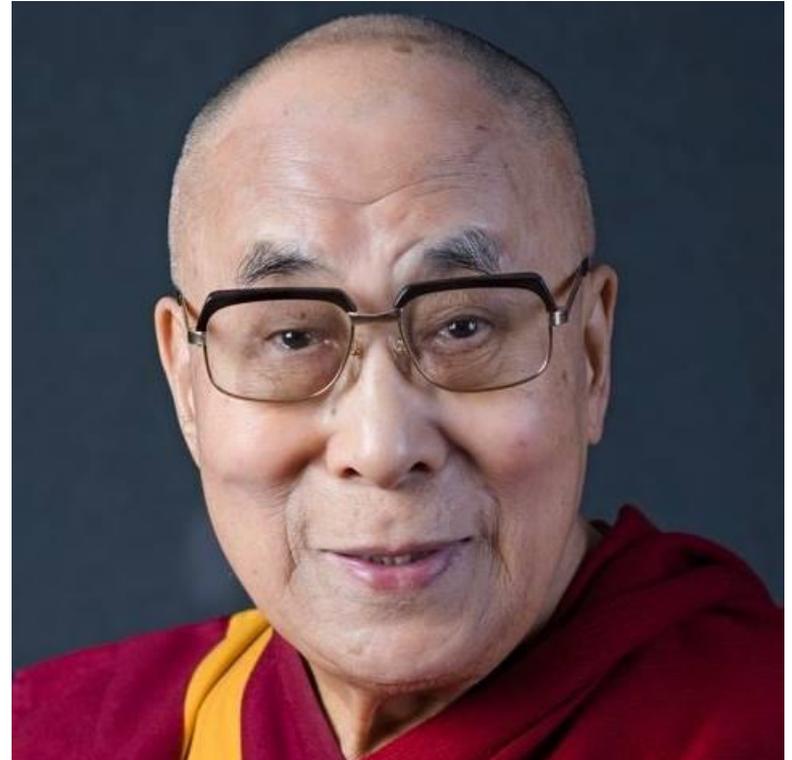
**A visionary leadership style works best when a change is required or when working towards a clear direction**

# Daniel Goleman: 6 styles of leadership

## ***3. Affiliative***

Creates harmony and builds emotional bonds. 'people come first' philosophy

**This form works best to heal rifts in a team or when they need to motivate people during stressful circumstances.**

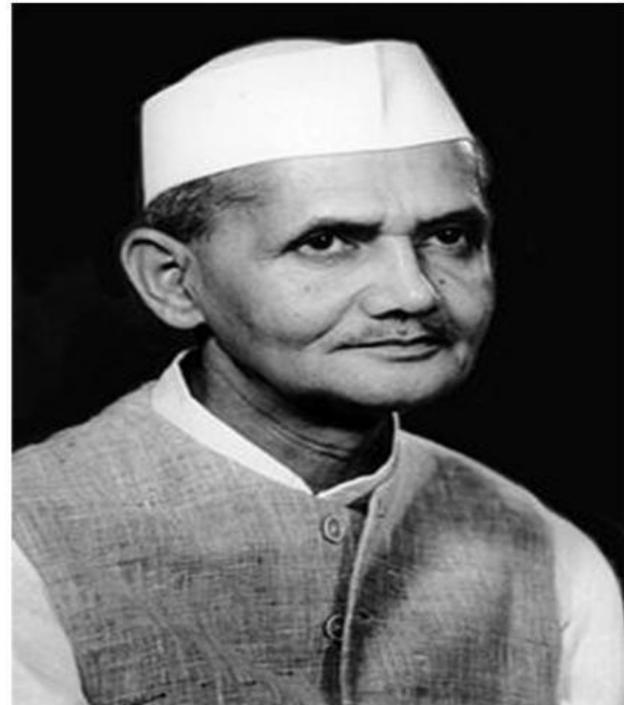


# Daniel Goleman: 6 styles of leadership

## Democratic

Forging consensus through participation. 'What do you think?' approach to reach the targets

**This style works best in maximizing the inputs from employees and take the team together to work towards a common goal**



# Daniel Goleman: 6 styles of leadership

## *5. Coaching*

Develops people's future. They believe and encourage the 'try this' approach. In this style emotional competencies lie in developing others. They are empathetic and self-aware leaders

**Such leader's help employees improve performance and develop long-term strengths.**



# Daniel Goleman: 6 styles of leadership

## **Pace-setting**

Setting high standards for performance. 'Do as I do now'. conscientious when performing a task and have a clear drive to achieve

**This style works best when you need quick results**

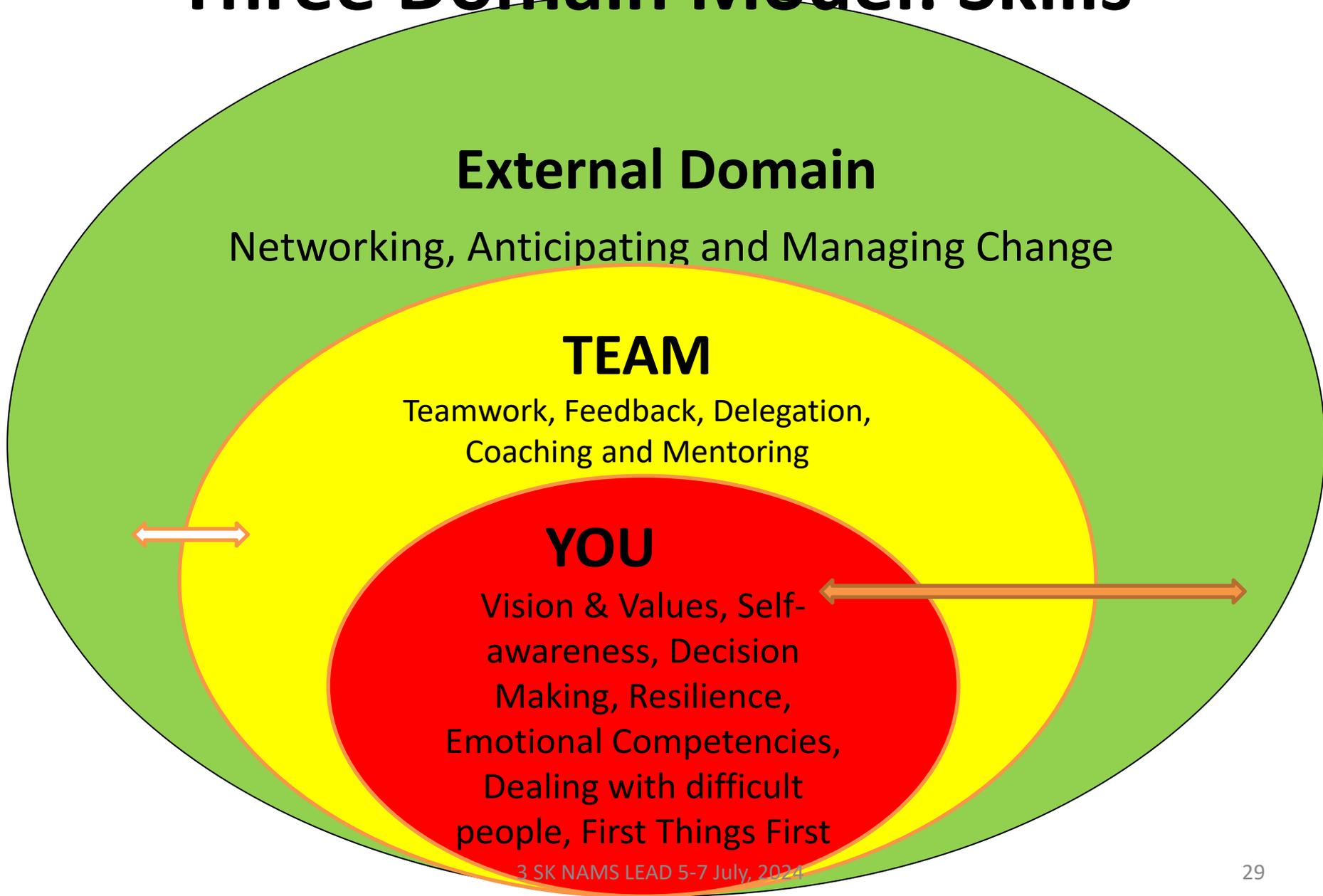


# Five Levels of Leadership: Professionals

Adapted from Jim Collins Good to Great



# Three Domain Model: Skills



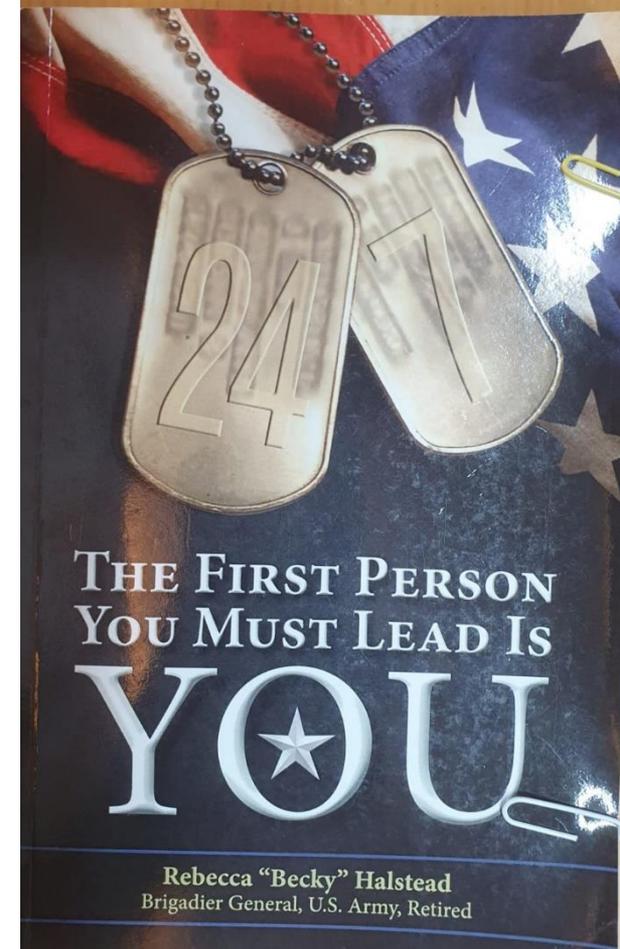
# Self Domain of Leadership

उद्धरेदात्मनात्मानं नात्मानमवसादयेत्। आत्मैव ह्यात्मनो बन्धुरात्मैव रिपुरात्मनः॥

Bhagavadgita 6.50

One should uplift oneself; oneself alone is one's friend and oneself alone is one's enemy.

- Vision, charisma, integrity, self awareness, strong communication skills, change, social, intellectual and emotional intelligence etc.
- Model of behaviour and values and every one looks up to him for guidance.
- Transforms individuals to get the best out of them to get best results



# Team & Organizational Domain

- Enables the organization by developing individuals through developing skills to achieve the organizational goals to execute his vision.
- In constant touch with his employees through formal and informal networks.
- Changes his approach based on what he learns through his network to maximize efforts to achieve organizational objectives.
- Anticipates and adapts to organization to change



# World outside the sector

- Keeps an eye on external world, how it is changing and what are the implications for the organization.
- Builds an organization for future by preparing staff
- Actively engages himself & employees in activities to benefit the society.
- Keeps an eye on how the organization is perceived to benefit the society.
- Develops a strong network beyond the organization/industry to get a regular feedback on what is changing and will have implications for the organization

## Building a Future-Fit Organization



# Monotony Break 2: Identify this



# Self-Directed Leadership Learning

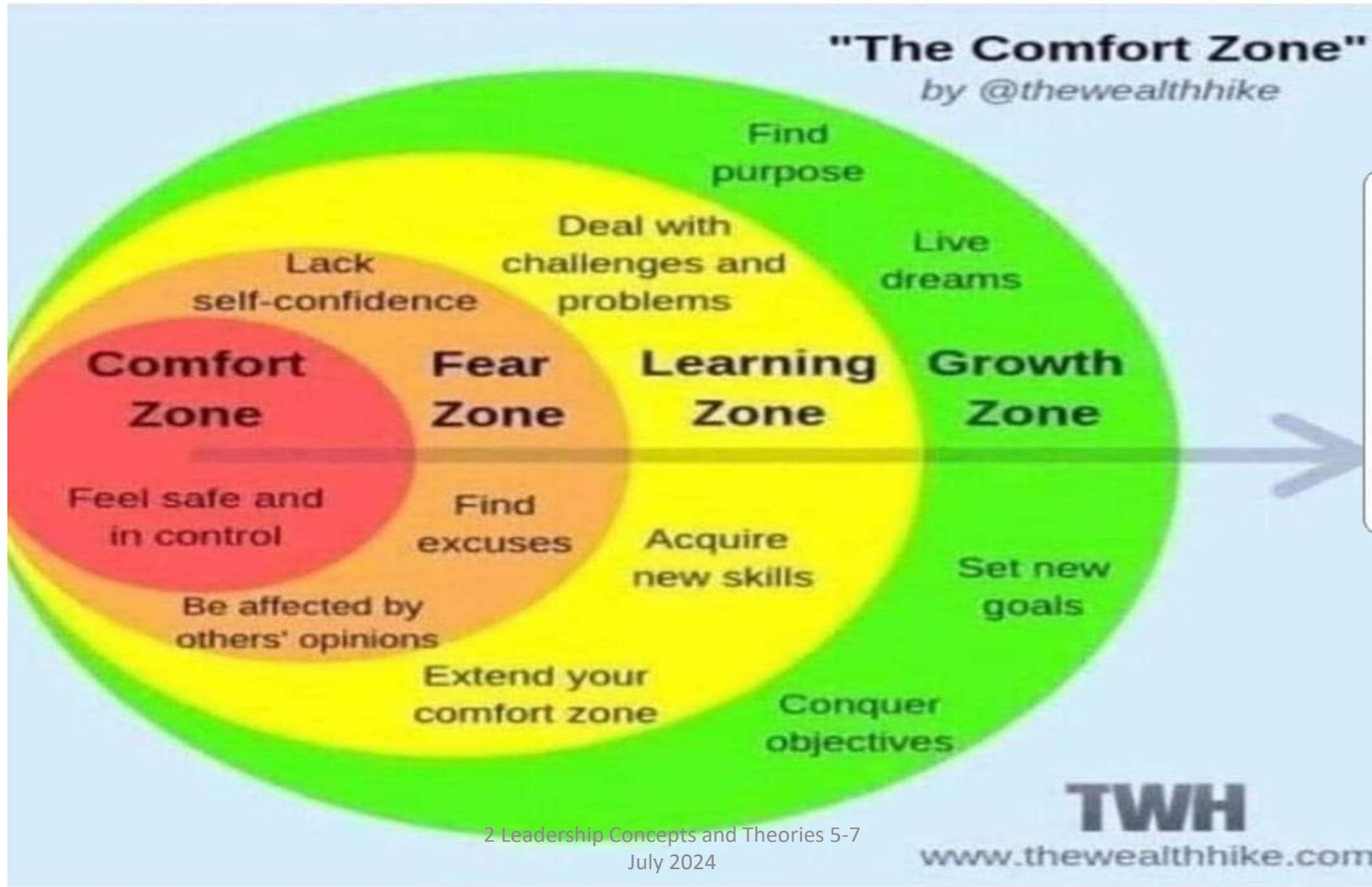


## Principles of Adult Learning

- 1. Readiness:** Rely on experience to develop a renewed readiness
- 2. Self-direction:** Set own goals, plan, action & pace
- 3. Transformation:** Changes learners perspective
- 4. Experiential:** Build on Life experiences, hands-on
- 5. Mentorship:** Outside expert in a field
- 6. Mental orientation:** need to reframe their assumptions around value of learning
- 7. Motivation:** internal motivation

Source: *The ICT Connection* [<http://ictconnection.edumall.sg>]

Great things are possible if we can just move past the fear...



# Leadership Myopia

Health field is changing and the pace of change is accelerating

- Increasing attention to Health as a human right
- Universal Health Coverage
- Private sector expansion
- Social determinants getting more attention
- Technology application

*If leaders do not anticipate and prepare for change (leadership myopia), the organization may become obs*

Example: Eastman Kodak: leader in Camera and films till 90s.

Filed for bankruptcy protection in 2012.  
Embraced change and moved into digital  
'Camera & Ofoto' to picture sharing platform



# Assignments on Leadership

## Assignment 1: What kind of leader are you?

1. Visit the following link and answer the questions in the quiz  
[http://www.gotoquiz.com/leadership\\_style](http://www.gotoquiz.com/leadership_style)
2. Review your leadership style and how you can be a more effective leader with your style.
3. Identify three follow up action for your personal development plan.
4. Discuss your leadership style and follow up actions you have identified in the group work.

## Assignment 2: How good are your leadership skills?

1. Visit the link  
[http://www.mindtools.com/pages/article/newLDR\\_50.htm](http://www.mindtools.com/pages/article/newLDR_50.htm)
1. Complete the exercise, answer all 18 questions
2. Read the comments for your score
3. Identify areas for your improvement from the feedback
4. Include four of the above areas for improvement in your personal development plan

# Take Home Messages

- 1. The theories of leadership have evolved and now focus on skills we can learn**
- 2. To acquire new leadership skills one needs to move beyond comfort zone**
- 3. Leadership development is life long process based on four interconnected steps of Fact, Reflect, Act and Review**
- 4. Three Domains of Leadership Capacity Building Model incorporates the key characteristics of a good leader, how she makes her team achieve organizational goals and benefit the society**

# Thank You



How much is the area of the new parliament? 64500 square metres, 17000 more  
How many MPs can sit in the Lok Sabha in the new building?  $888+384$  (1272)