National Academy of Medical Sciences

Concepts and Theories of Leadership
NAMS LEAD Program
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At the end of the session, the participants will be conversant with

1	What is Leadership?

2	Concepts & Theories of Leadership

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

What is Leadership?

- Leadership is the ability to influence a group to achieve goals

- Motivating and inspiring a group of people to act towards achieving a common goal

"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 others follow willingly

3. Provide information, knowledge, and resources to realize that vision

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.

DAC Model of Leadership

https://www.ccl.org/articles/leading-effectively-articles/make-leadership-happen-with-dac-framework/

Why non-leaders move to Leadership Positions?

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

Leadership: Four Essentials

1. **Embodies Values of Quality** in all actions

2. **Creates 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

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4. **Motivation:** Stays motivated and motivates others

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

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, social circle, media, sectoral and external environment).

Leadership Role as Teachers

- Effective learning (happens only in an environment that facilitates reflective thinking)

- Teacher is an agent of change & transformation in the education system

- They need to provoke critical thinking, creativity and reflective action 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 & Tolerance	Equality
Integrity	Tolerance	Service
Service to the Public	Responsive to students, govt & public	Accountability

Monotony Break 1: Identify this

Accidental leader*

The individual who stumbles or is pushed into leadership position as he is good at their functional specialty, s/he finds promoted, getting more responsibility, getting direct reports suddenly…wow!
S/he may not have leadership skills.

*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

Genuine &Accidental Leaders

Area	Genuine Leaders	Accidental Leaders
Source	Demonstrate **leadership skills**	Depend on **authority** & not leadership skills
Skills	Move up as they have leadership skills	Reach by **seniority, influence, academic achievements**
Self-awareness	Know their strengths & weaknesses. Believe in life-long learning.	May or may not be self-aware. **Often feel they know everything.**
Vision	**Vision for self, organization & team members**	Often **lack vision and focus on short term results**
Focus on	**Future, vision, values & culture**	**Present, structures, and hierarchy**
Team building	Strongly belief in **teamwork** & encourage it	**Achieve results even at the cost of team building**
Leave Legacy & Leaders	Believe in coaching, mentoring. **develop leaders** Leave **legacy: people remember**	**Do not build second rung** of leaders Complete their tenure and leave
Style	**Transformational**	**Transactional**
Culture	Create a good **organizational culture**	Follow established **rules and regulations**

Complementarity of Technical, Administrative, Managerial & Leadership Skills

Administrative Skills

Leader

Technical Skills

Managerial Skills

Leadership Skills
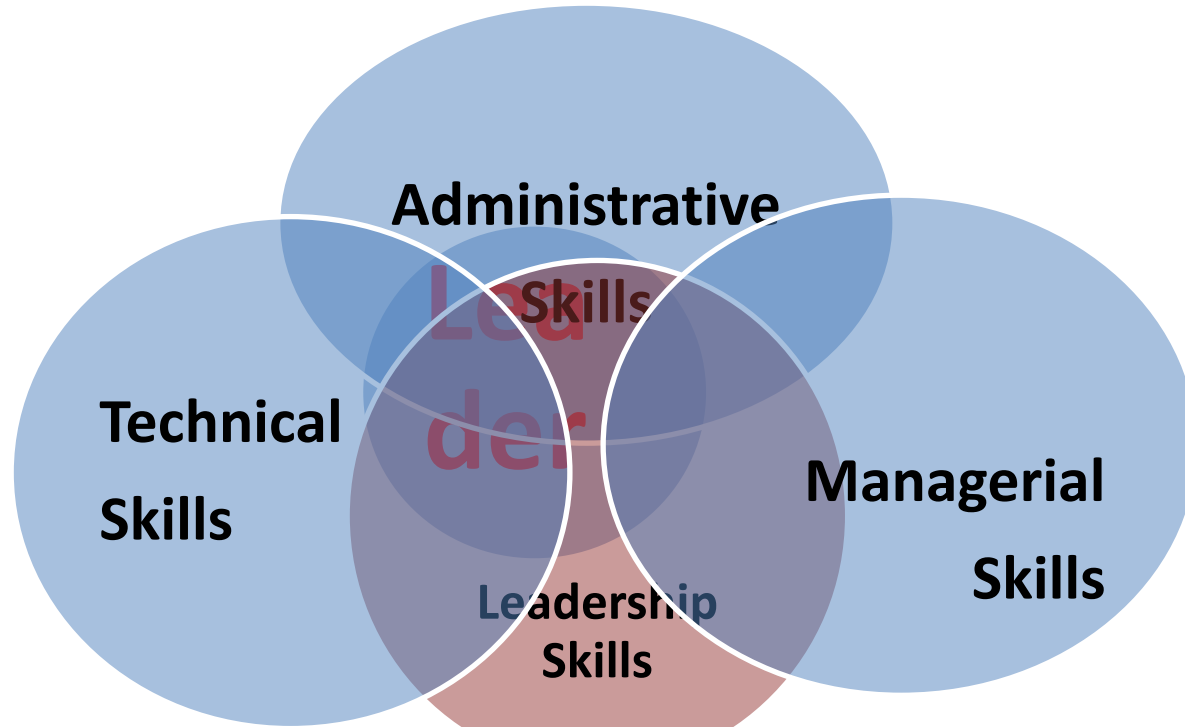
Adapted from Kumar N, Mangal A, Kumar S: Health Diplomacy- Building Bridges Between Public Health and Diplomacy, Health & Population Perspectives & Issues; 44(2) 51-54

Administrative, Managerial or Leadership Actions

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

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 Great Men Theories

Leaders are born with

- Right traits
- Charisma
- Intellect
- Confidence
- Communication
- Social skills
- Abilities to lead

Observe or read about great leaders and imitate them

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 Building Model

Transactional Leaders

➢ **Transactional or Autocratic or Managerial**: the 'top down approach' leadership.

➢ Transactional leader is characterized by:

– Reward & Punishment

– Management by Exception

– Laissez-Faire

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

01 Employees are appreciated and rewarded by leaders

02 Followers must follow the instructions of their leaders at all times

Key aspects of Transactional theory of leadership

03 Leaders assist employees in setting and achieving goals

04 Leaders prioritize short term objectives

05 Best suited for situations where issues are learly defined

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Source: Kumar S, Adhish VS, Deoki N. Making Sense of theories of Leadership for capacity building. IJCM 2014:39:82-6.

Transformational Leadership

- **Idealized Influence**
  - Purpose Driven
  - Role Model (Walk the Talk)

- **Inspires**
  - Inspires Followers

- **People centred**
  - Genuine Concern for the Needs of People

- **Challenges**
  - Challences Team to innovate and be creative
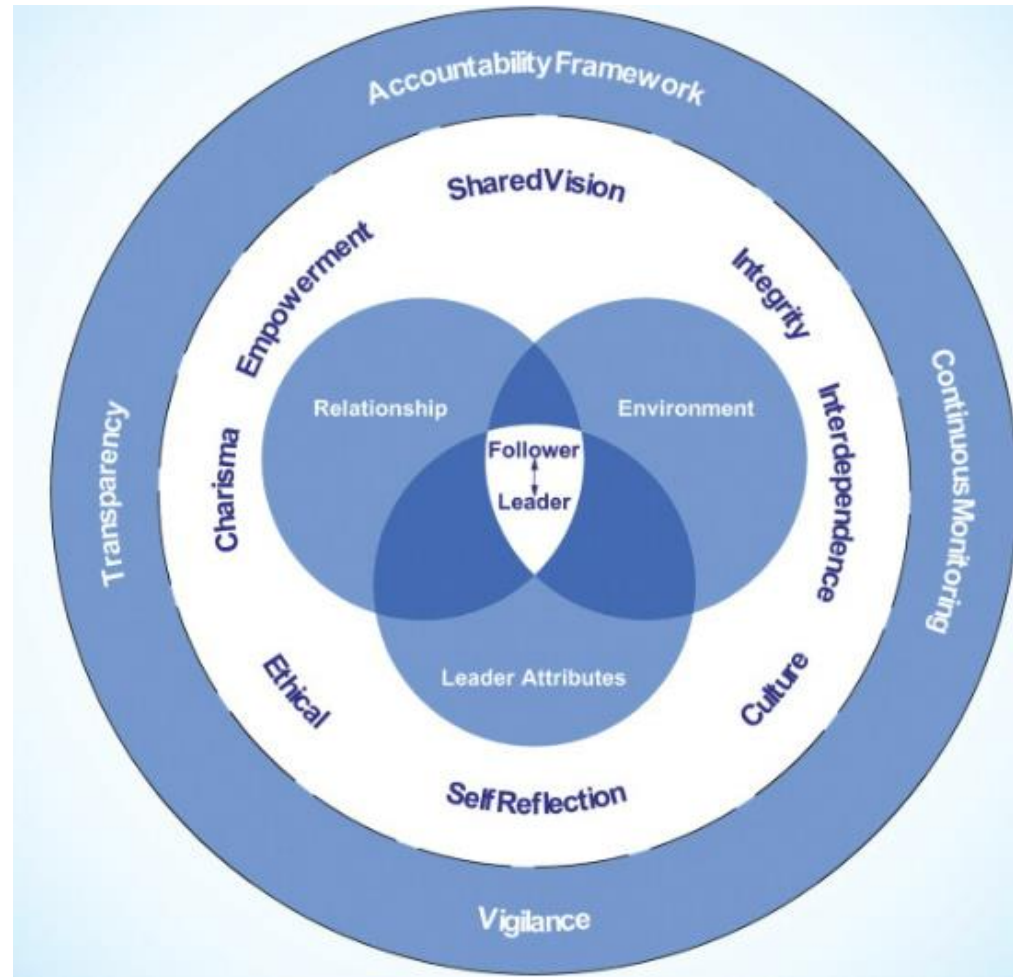
Four Basic Components in Transformational Leadership (Bass, 1985)

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 Three Levels of Leadership model pioneers this category. These can be regarded as a relatively new view of leadership

Final 2 Leadership Concepts and Theories

Monotony Break 2

How much is the area of the new parliament?
How many MPs can sit in the Lok Sabha in the new building?

Final 2 Leadership Concepts and Theories

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.

Daniel Goleman: 6 Styles of leadership

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

Please name visionary health leaders in India

- Dr Sushila Nayar

- Rajkumari Amrit Kaur

- Dr V Ramalingaswamy

- Dr Srinath Reddy

- Dr SK Sarin

Daniel Goleman: 6 styles of leadership

3. Affiliative

Creating harmony and building 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.
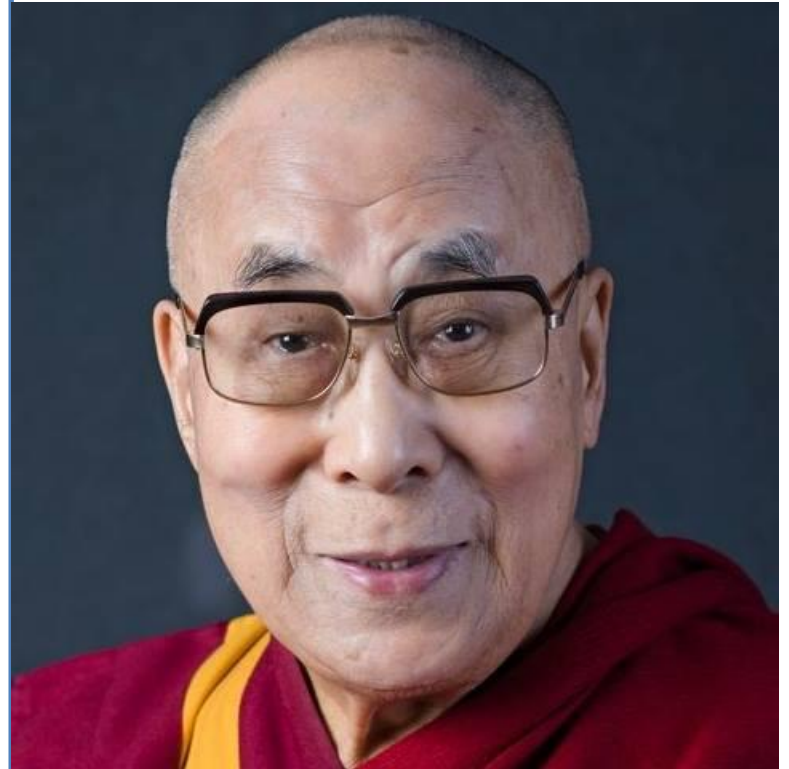
Daniel Goleman: 6 Styles of leadership

4. Democratic

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

This styles is suitable in getting the best inputs from employees and take the entire team together while working towards a common goal
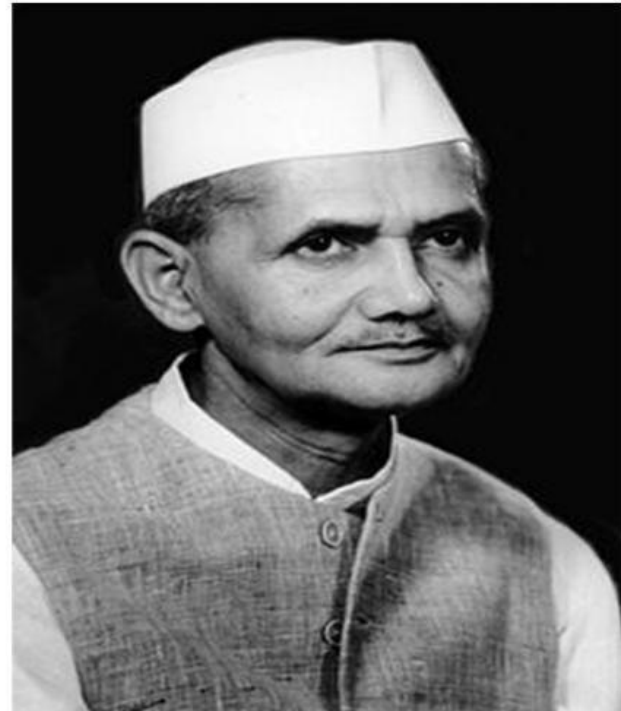
Daniel Goleman: 6 Styles of leadership

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

6. 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

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. No single style is the best. The style needs to change with the situation

4. Too many styles and models. Need to have model(s) suitable for capacity building

Thank You

Stay in Touch

1. Blog: https://drsanjivkumar.wordpress.com/

स्वास्थ्य, Afya, صحت, Santé, здоровье, الصحة, Health

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4.   **drsanjivkumardixit@gmail.com**

Leadership Models: Trait based

This was the earliest thinking about effective leadership. 'Trait-Based' leadership models focussed on **identifying the traits of successful leaders.** You cannot do much to change basic personality traits

(Camille B, Wortman, Loftus E. F. Psychology. New York, McGraw Hill 1992, 385-418.)

Leadership Great Man Theories -2

- This was the earliest thinking about effective leadership. **'Trait-Based'** leadership models focussed on **identifying the traits of successful leaders**. You cannot do much to change basic personality traits *(Camille B, Wortman, Loftus E. F. Psychology. New York, McGraw Hill 1992, 385-418.)*

- Appearance, weight, height, education, family background, knowledge & intelligence help in decision making and judgment to be a successful leader

Source: https://www.leadershipahoy.com/kurt-lewin-leadership-styles/

Source: https://expertprogrammanagement.com/2018/11/tannenbaum-schmidt-leadership-continuum/
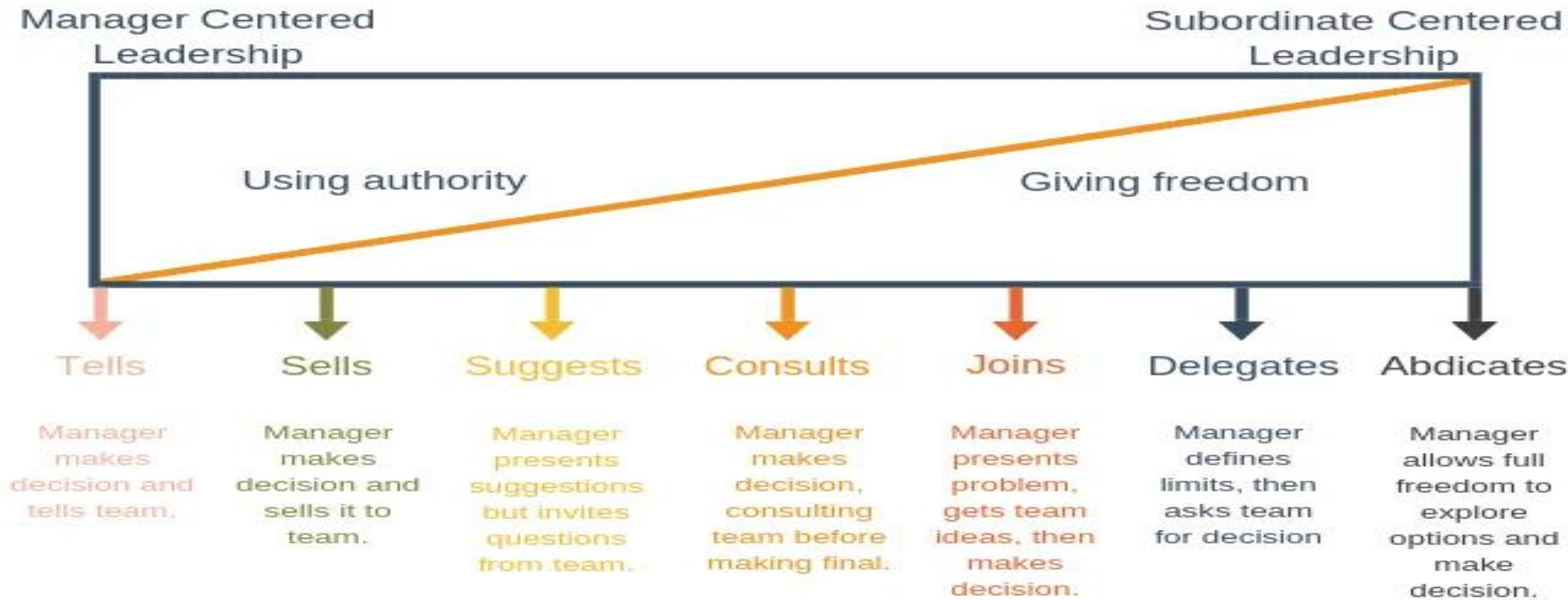
House's Path Goal Model
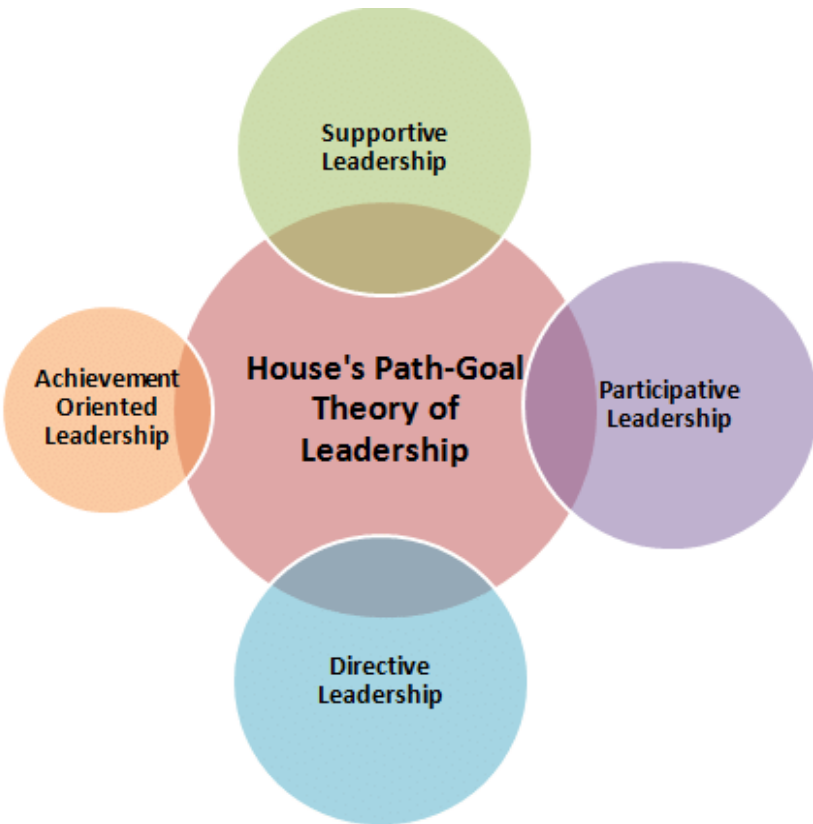
- **A leader's traits and behaviors** affects satisfaction, motivation, and performance of the team
- **4 types:** Supportive, Directive, Participative & Result oriented
- 2 distinct situational factors – **the nature of your subordinates, and the nature of your environment.**
- Leaders clarify the paths to goals and remove obstacles to performance. They provide the information, support, and other resources, like capacity building to complete the tasks to achieve their goals.
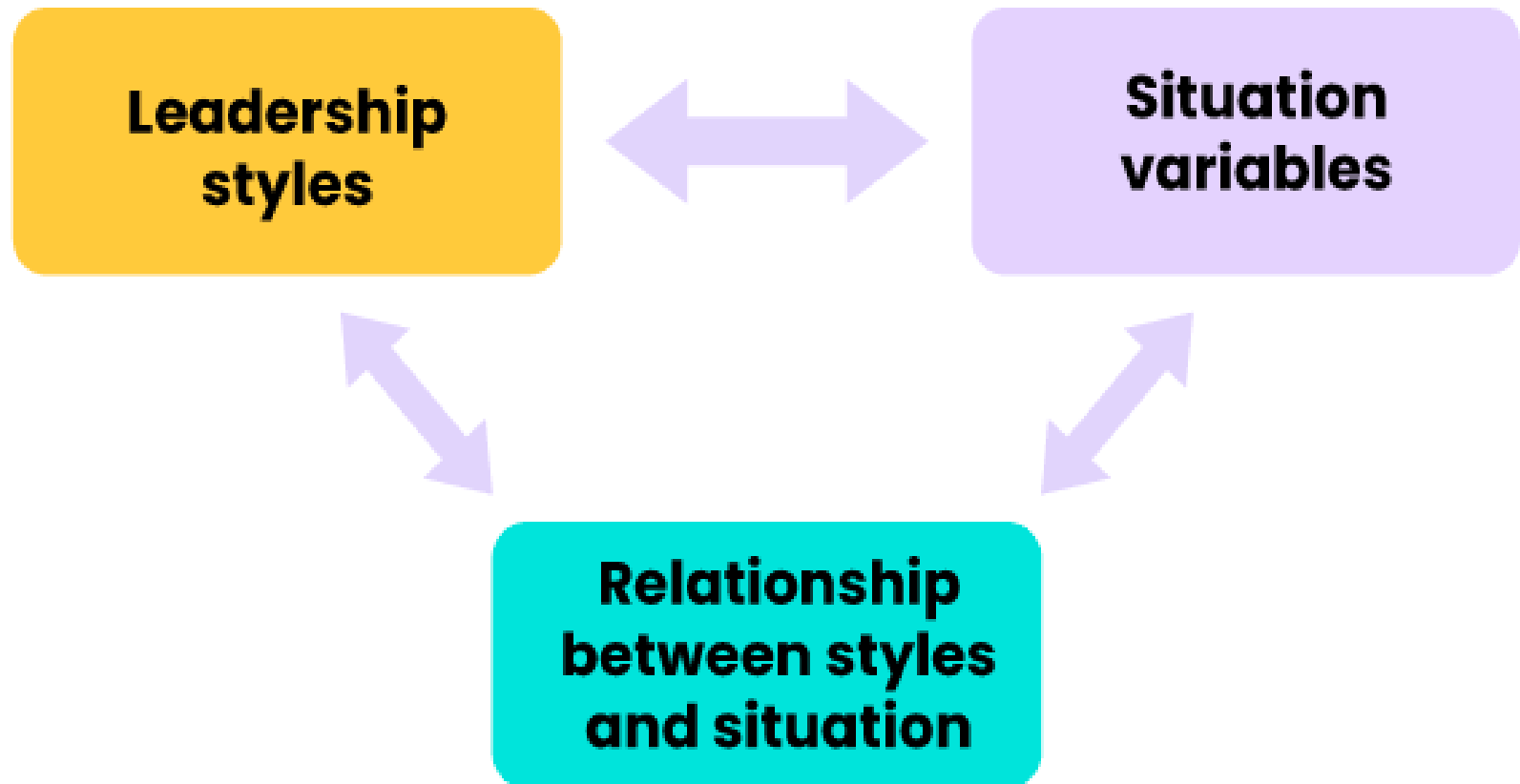
Blake & Mouton's Managerial Grid Model
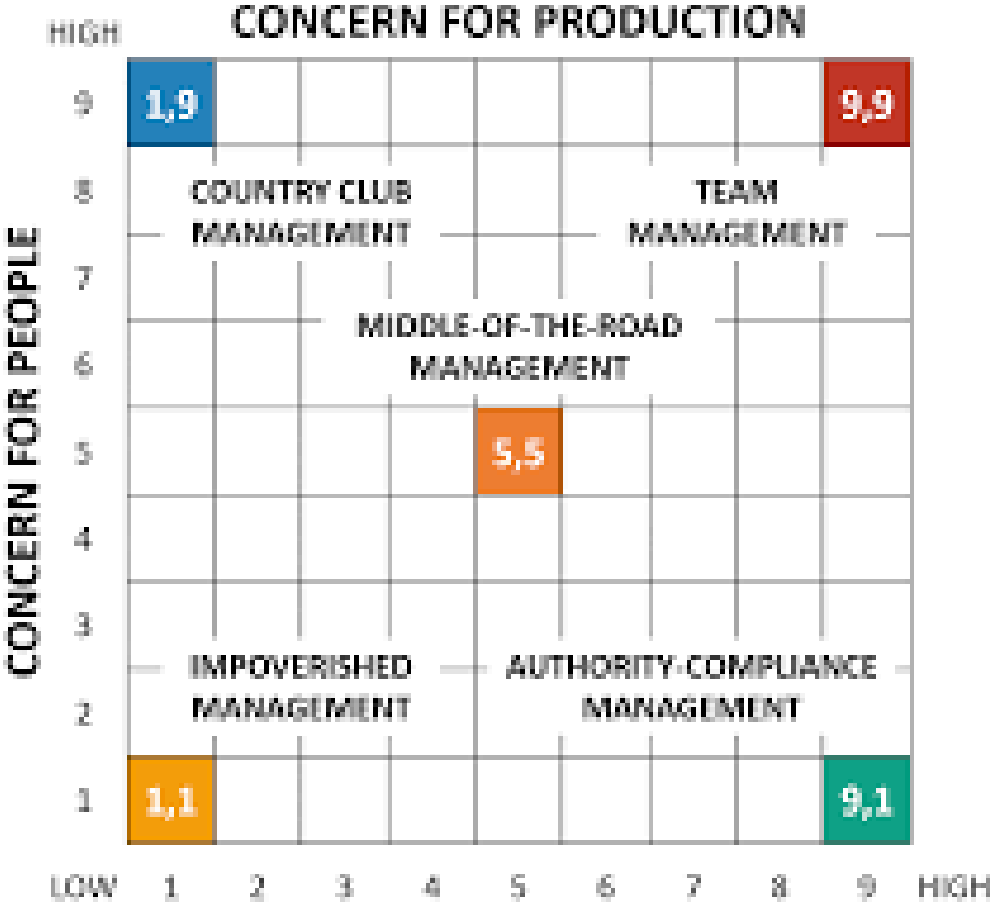
It plots a leader's degree of leader's behaviour task-centeredness versus their person-centeredness: identifies five different combinations.

It rates leaders 1 to 9 in the two variables 1. task-centredness and 2. people centred approach.

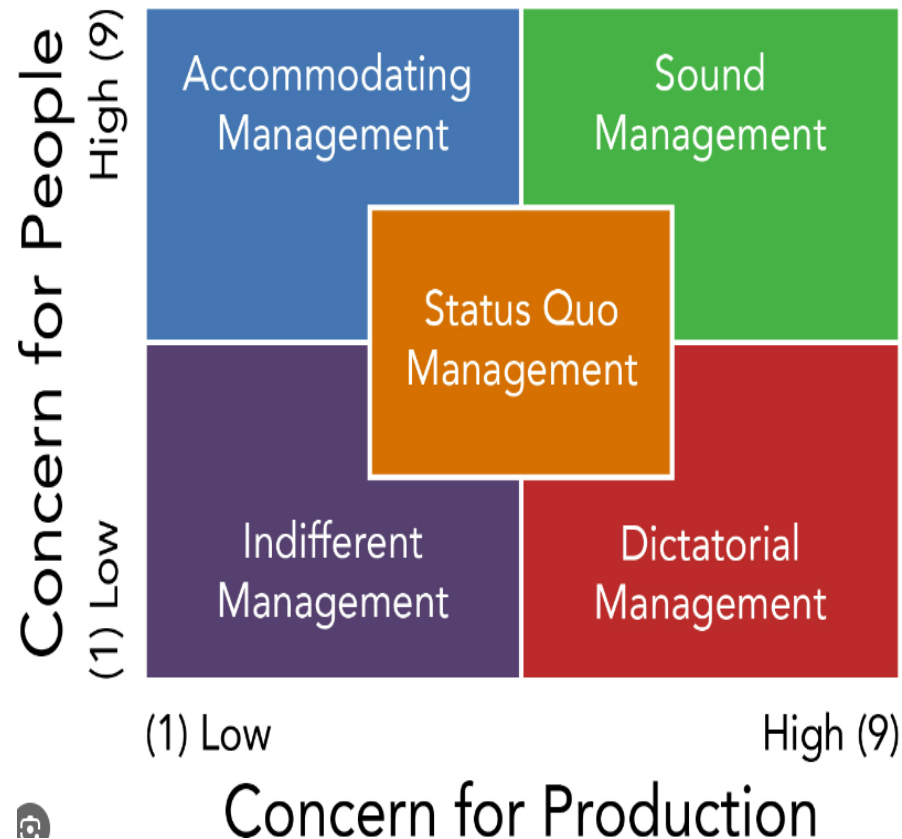Based on the five categories of Managers and Leaders emerge.

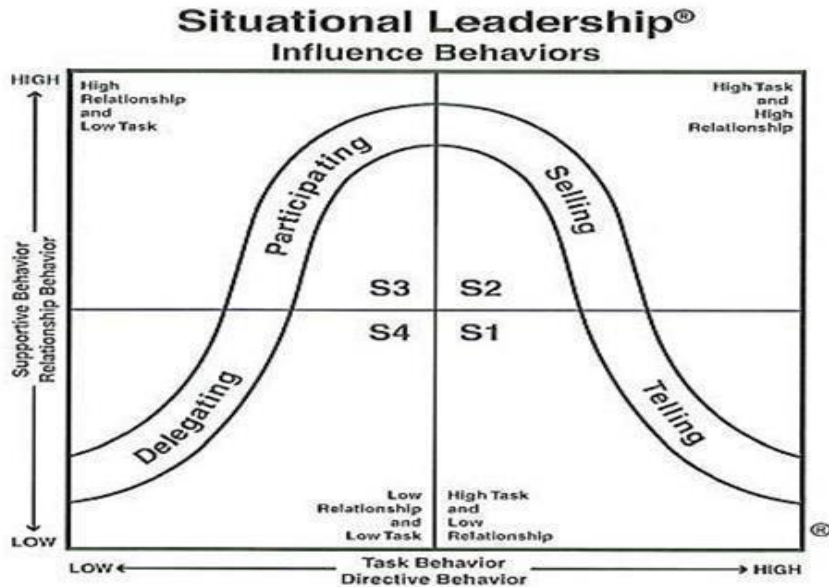Source: https://blog.vantagecircle.com/contingency-leadership/

Leadership Models: Behavioral

leadership models concentrate on what are the most effective behaviours as a leader.

The notable model in this category is Blake and Mounton's Managerial Grid

Hersey & Blanchard's Situational Leadership model

> "In the past, a leader was a boss. Today's leaders can no longer lead solely based on positional power."
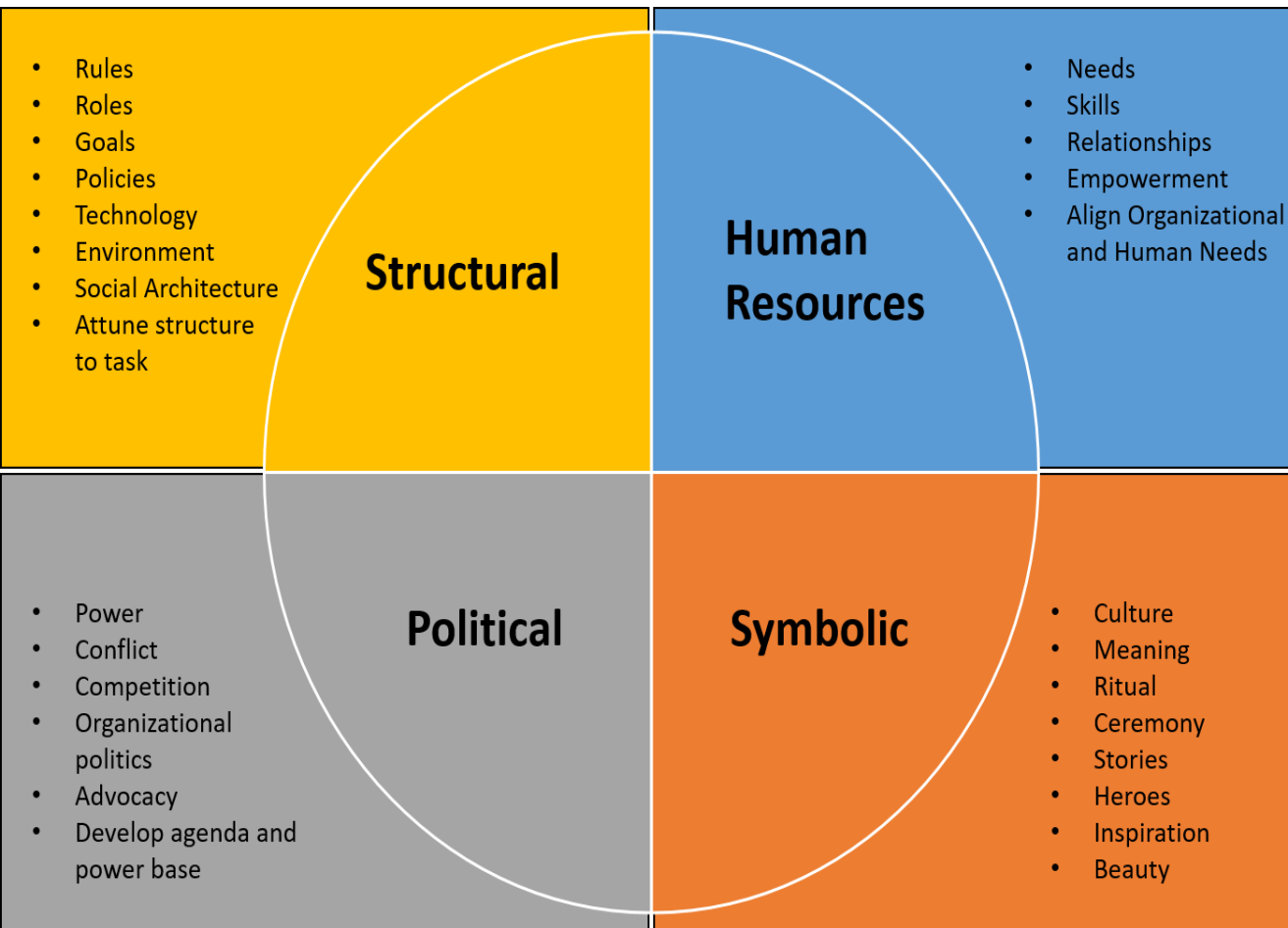> – *Ken Blanchard*

Bolman & Deal's Four Frame model

Structural
- Rules
- Roles
- Goals
- Policies
- Technology
- Environment
- Social Architecture
- Attune structure to task

Human Resources
- Needs
- Skills
- Relationships
- Empowerment
- Align Organizational and Human Needs

Political
- Power
- Conflict
- Competition
- Organizational politics
- Advocacy
- Develop agenda and power base

Symbolic
- Culture
- Meaning
- Ritual
- Ceremony
- Stories
- Heroes
- Inspiration
- Beauty

Four frames are structural, human resources, political, and symbolic frame. "Leaders who understand and apply multiple lenses to situations are able to generate a broad view of the potential stakeholder and organizational perspectives, responses, and tensions in a given situation" (Eddy & Kirby, 2020, p. 26).