

Building and Empowering Teams: Identifying and Nurturing Next Generation Leadership

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***“I start with the premise that the function of leadership
is to produce more leaders,
not more followers” - Ralph Nader***

***“Leadership is not about finding the next best
person; it's about recognizing and cultivating the
potential in every person.” - source unknown***

WHY Empower Teams ?

Three major outcomes of Team Building



**Job Satisfaction
of members and
the Leader**



**Mutual
Organizational
Interests**



**Overall Work
Quality and
Reputation of
the Organization**

Experiences: NHSRC



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Building and Empowering Teams

**Community Processes/
Comprehensive Primary
Health Care**

**Information
Technology**

Health Care Financing

**Quality & Patient
Safety (QPS)**

Health Care Technology

**Knowledge
Management Division**

**Human Resources For
Health/ Health Policy &
Integrated Planning**

Administration

**Public Health
Administration**

**Regional Resource
Centre – North East**

Ways in which the next generation leadership at NHSRC feels empowered : *Feedback*

“Recognizing strengths and weaknesses – to **ensure that both are channelized appropriately** – building our **confidence** and developing our skills.”

“Routine conversations to convey that **we are valued.**”

“Providing **opportunities to learn** and develop skills, help us planning a **career path**”

“**Independence to take decisions** – with **support and guidance** to build confidence and also develop decision making”

“**Create examples for us** to replicate the same with colleagues.”

“**Bringing energy and passion** – which motivates all to replicate the same”

“**Encouraging and providing opportunities to lead** and take **independent decisions** – to build confidence and improve leadership skills – and also always available to providing guidance and mentoring at each step – as per our needs”

Ways in which the senior leadership at NHSRC feels empowered : *Feedback*

How Leadership Changes an Organisation

Before	After....
Leader not accessible – Namesake open-door policy	Leader always accessible to his team
Incomplete knowledge of procedures and rules resulting in procrastination	Well-versed in procedures and rules, leading to quick decisions
Lacks confidence, thus, everything bound in red tape	Has confidence, thus, minimal red-tapism
Confused, meetings and discussions for all matters, including those that are trivial and routine	Has clarity of thought, meetings and discussions only for larger issues
Leader primarily concentrates on fire-fighting	Leader has a systems approach; invests in obviating need for firefighting!
Pigeon-holing and restricting the team based on perception of what the team can do best	Allows his team to experiment, broaden their scope of work, develop their skills under his watchful eye
Contentment with the status quo	Long term vision for the holistic development of the organisation
Rigidity in working hours, irrespective of output	Flexible working hours with required breaks for maximum and quality outputs

How can **WE** Empower **OUR** Team?

Let's talk Leadership: Key Points

1. Effective Leadership

... achieving goals or delivering results and fostering an environment where team members can grow and succeed

- **Autonomy** in Decision Making
- Fostering **responsibility** and accountability
- Clear **Communication** and exemplary **soft skills**
- **Investing** in the team: A culture of learning and development
- **Recognition** and appreciation
- **Adaptability** and openness
- Diversity and **Inclusion**
- Encouraging **Participation**
- **Transformative and Inspiring**: Going above and beyond
- **Leading by example : Lead from Front** : Strong work ethic, positive attitude, commitment ; **Expertise**

2. Mentorship

- **Rapport building** – Mutual respect, alignment of expectations, broad agreement on roles and behaviours
- **Direction setting** – Setting short term, medium- and long-term goals
- **Progress making**
 - Establishing a good working environment
 - Exploring the issues from mentee perspective
 - Building confidence
 - Sense of independence and autonomy for the mentee
- **Celebrating** the wins
- **Reciprocal** mentoring / Co-mentoring / Two-way mentoring

3. Motivation (Herzberg's Factors)

MOTIVATING FACTORS

- Achievement
- Recognition
- **The work itself**
- Responsibility
- **Advancement opportunities**
 - Growth

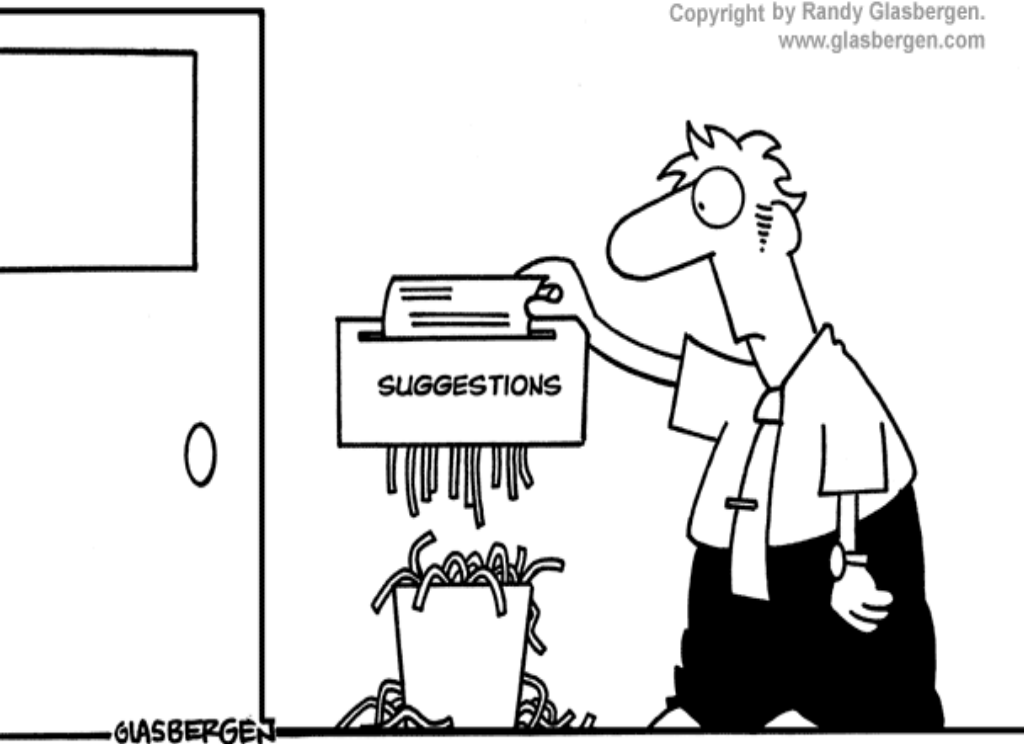
HYGIENE FACTORS

- Organization policies
 - Administration
 - Supervision
- Relationship with supervisor / peers/ subordinates
 - Work conditions
 - **Personal life**
 - Status
 - Security
- **Salary and financial incentives**

4. Delegation

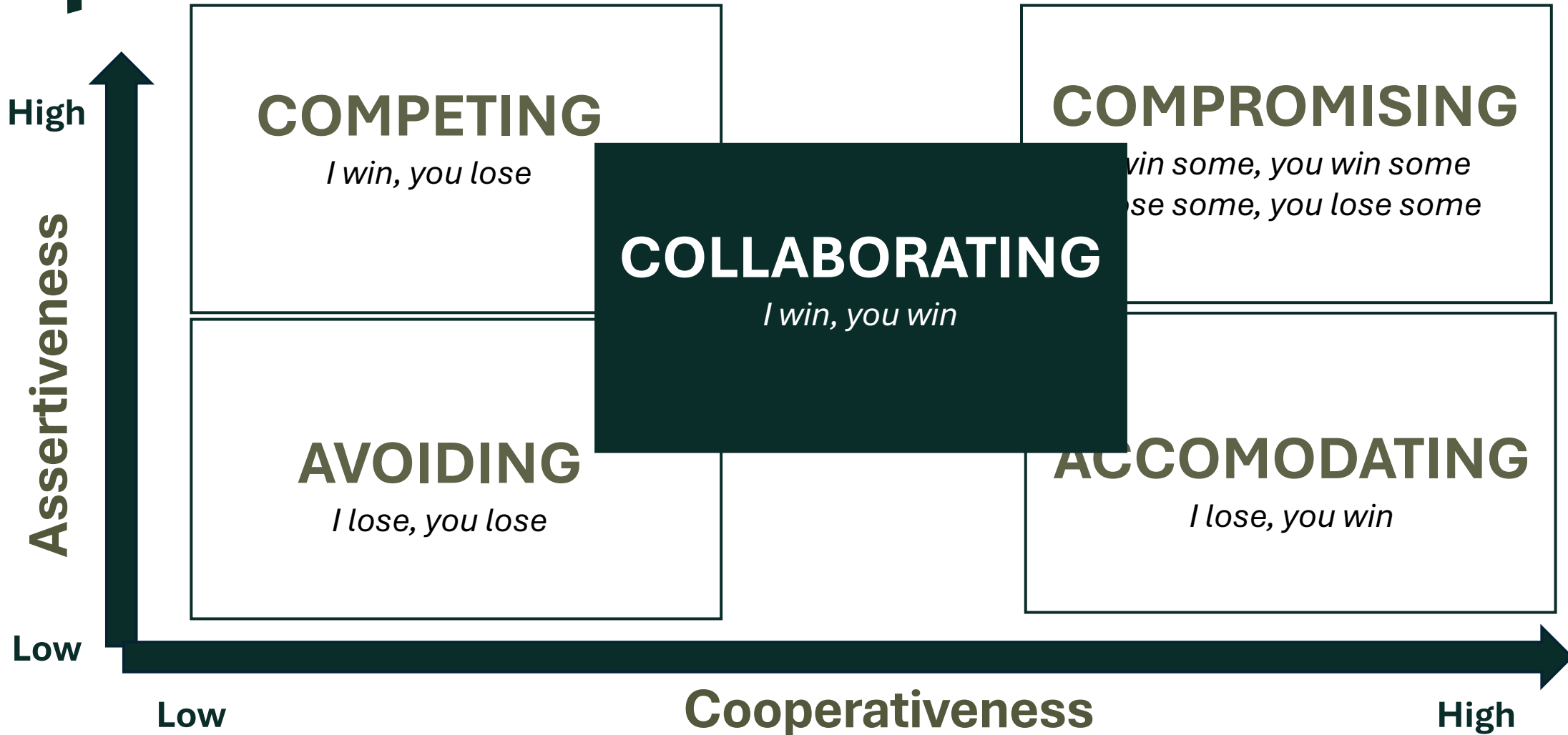
- **Define clear roles and responsibilities** : decision-making authority, accountability, scope of their responsibilities
- **Clear expectations** regarding their delegated authority
- **Start with small delegations** : To gradually assume more authority
- Mechanisms to **monitor and evaluate performance** in their delegated roles
- **Errors** while exercising their delegated authority ? : provide support and guidance to help them learn from those experiences
- **Review** : Continuous -- as their responsibilities evolve
- **Level of delegated authority** : Adjust -- based on their progress, development, and organizational needs

5. Feedback



- **Plain and Simple** : convey the message in a simple and clearly understood manner
- **Constructive** in keeping and improving team member and team spirit and not criticize the receiver unnecessarily
- **Timely** when an issue arises, and when requested
- Given in public when positive and **in private when negative**
- Be as open to **receiving feedback** as one is to **giving feedback**

6. Conflict Resolution (TK Model)



7. Emotional Intelligence

- **Self Awareness:** self confidence, realistic self assessment, self deprecating sense of humour (with care – social, political, religious correctness)
- **Self regulation:** trustworthiness and integrity, Ethics, honesty, deal with ambiguity, openness to change – change management
- **Motivation:** strong drive to achieve, optimism, organizational commitment
- **Empathy:** expertise in building and retaining talent, cross cultural sensitivity
- **Social Skills:** effectiveness in leading change, understanding and negotiating external environment, expertise in building and leading teams

Challenging or Easy ?

Likely Challenges

- **Clarity and alignment** – team members to understand their roles and responsibilities and act in accordance with shared Vision, Mission and values
- **How to build Accountability?**
- **Feedback** – method ? honest ? ; **Performance Measurement ?**
- **Delegation** – How ? ; **Involvement ?**
- **Resistance and readiness** to take on more autonomy and responsibility : lack of confidence, skills, support needed....
- **Prepare for empowerment** : Training, Coaching, Resources
- **Environment** for empowerment – How to create '*Circle of Safety*'

Are we a Team?

Are we a *Good* Team?

Are we an *Effective* Team?

Why *isn't* my Team performing?

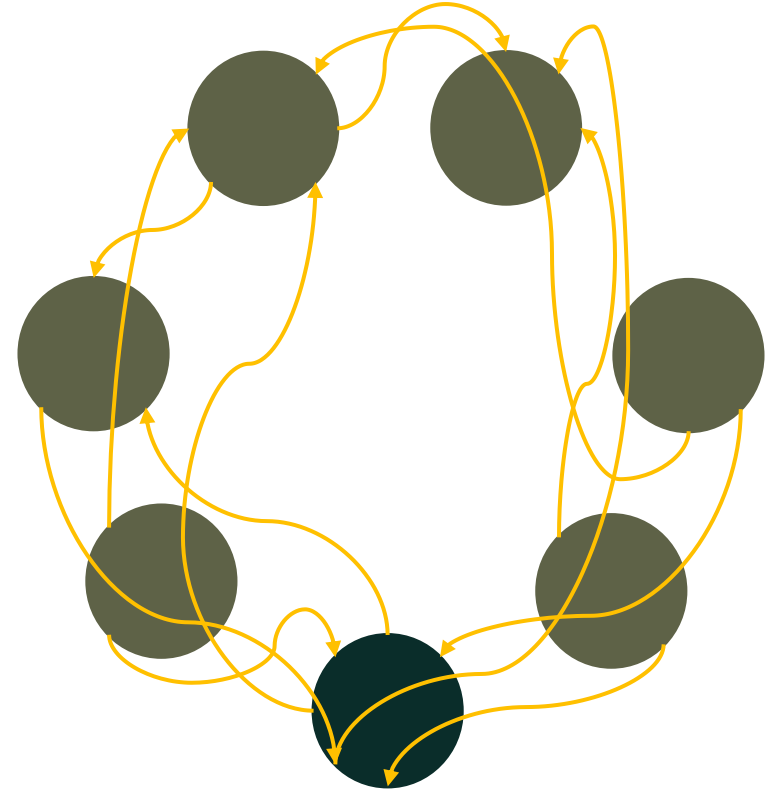
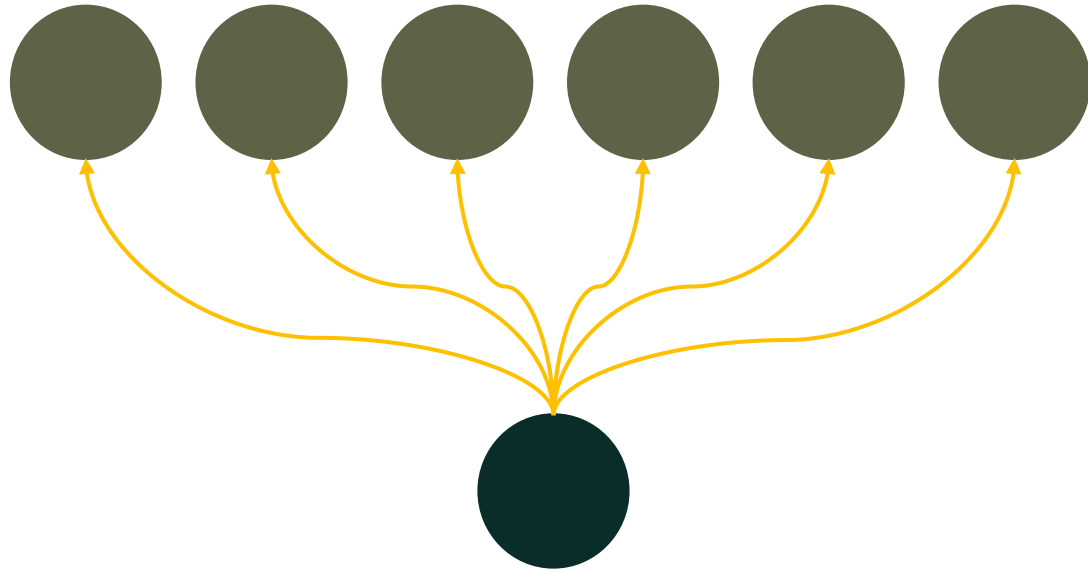
What am I doing for those not ready to be empowered / part of Team ?

LEADER'S CHINTAN : SELF ACTUALIZATION

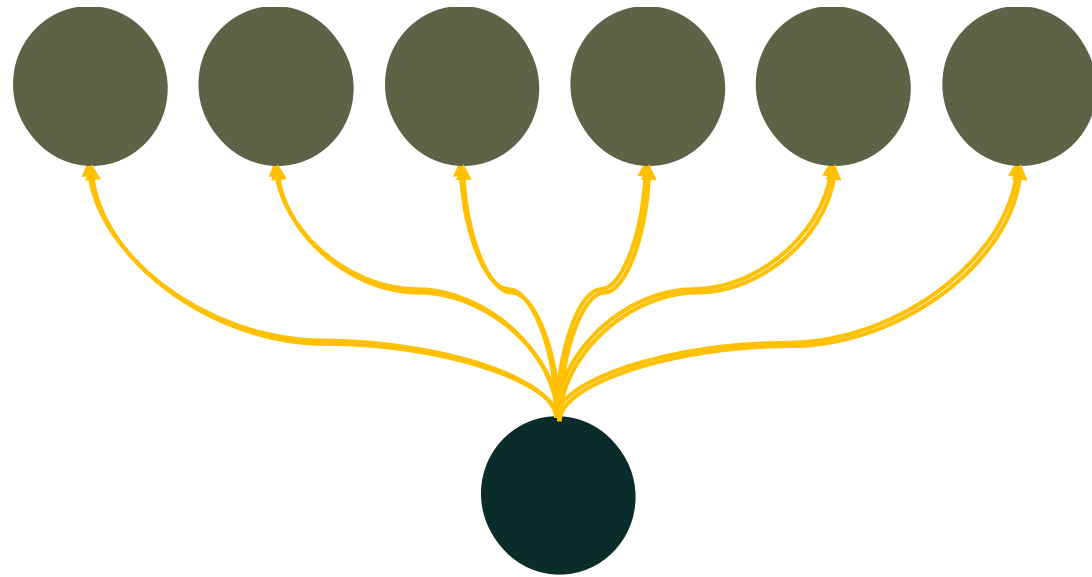
Are we a Team?

What makes a Team?

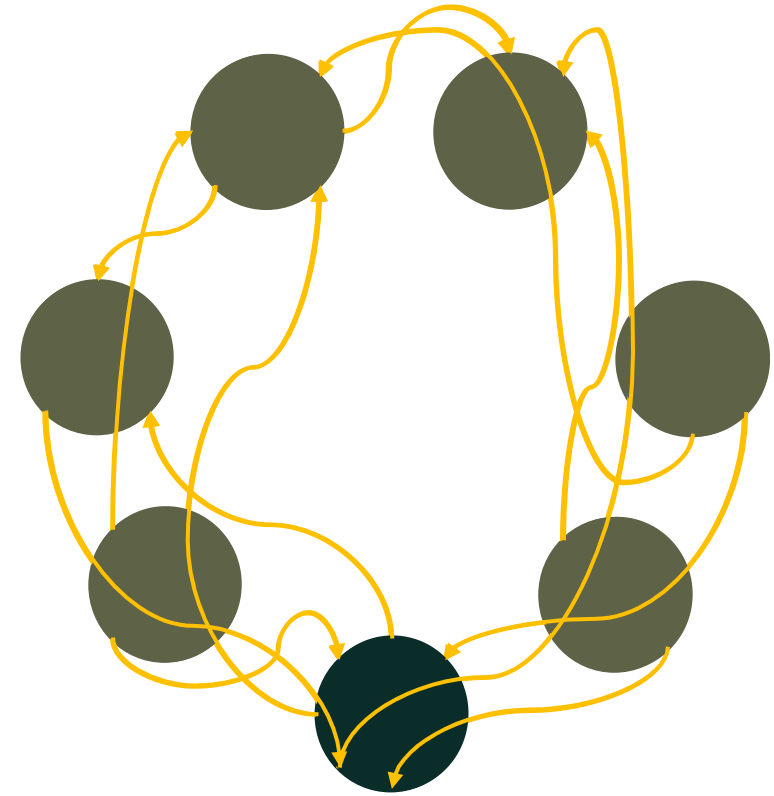
Team? or Group?



Team? or Group?

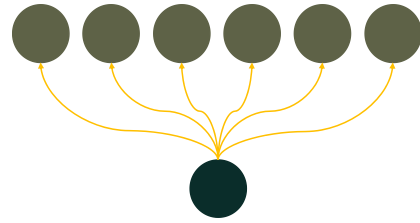


Group



Team

Group



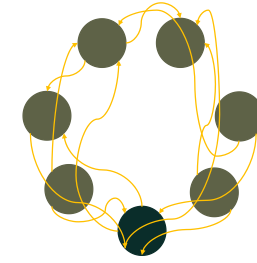
Number of people who are **connected by some shared activity**, interest, or quality.

Members are **independent**.

Specific roles and duties may/ may not be assigned to individuals.

Group Manager: Single, strong leader

Team



Number of people who are **committed to a common purpose**, performance goals, and approach.

Members are **inter-dependent**: They hold themselves and each other mutually accountable

Specific tasks are assigned to each individual along with **complementary skills**.

Shared Leadership roles

Experiences: Drass : Zojila Incident



Good Are we a ^ Team?

What makes a balanced Team?

3 *secret* ingredients



**Shared vision and
think deeply**



**Every member in
the team
complements the
strengths of every
other member in
the team**



**Emotionally
bonded with each
other**

Do's and Don'ts

Things Good teams DO

- Appreciate
 - Accept
- Acknowledge
 - Available
- Accessible

Things Good teams DON'T DO

- Criticize
- Complain
- Condemn

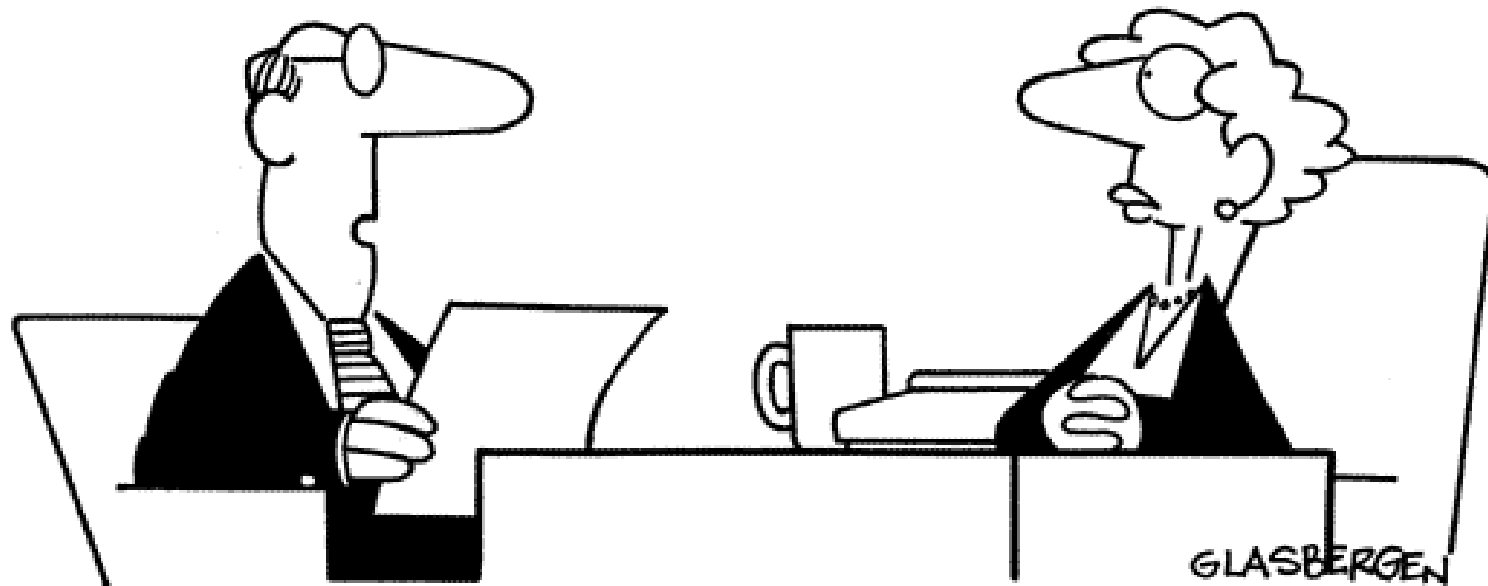
**Effective
and Efficient**

Are we an ^ Team?

Are we getting the quality work done?

Are we getting the work done?

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“My team is having trouble thinking outside the box. We can’t agree on the size of the box, what materials the box should be constructed from, a reasonable budget for the box, or our first choice of box vendors.”

Efficient and Effective Teams

COGNITION

Alignment in thought processes and vision: Individual and collective approach to problems

MOTIVATION

Ability to work hard on behalf of the team: Sense of cohesion and collective efficacy

AFFECTIVE PROCESSES

*Top-down approach, climate and dynamics within the team
Team's emotional composition*

COORDINATION

*Communication, flow, channels
Adaptability,
Times of crises*

Experiences: GH, Leh



How to Empower those who resist?

Understand first

Identify, Act, Review, Evolve

- Identify the **source of resistance** : work, trust, personal issues, team members, IPC, faith in leader..
- **Listen and empathize** : rapport and trust
- Provide **feedback and support**
- **Involve and empower** : decision making process, responsibility
- **Reward and celebrate** : incentive
- **Adapt your leadership style** : Equitable – some need more support some less

Why isn't my Team Performing?

What are the challenges in Teamwork?

Barriers and Challenges

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“If we want to succeed as a team, we need to put aside our own selfish, individual interests and start doing things my way.”

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Building and Empowering Teams

Ego clashes

Incompetence

Miscommunication

Burnout

Invisibility

Irresponsible

Mistrust

Overt Conflicts

Hidden Conflicts

Lack of Autonomy

Rigidity

Hidden Agendas

Employee Retention

Leadership Bias



Experiences: MG Med, SWC

COVID – 19 First Wave – starting from Scratch

3/12/2024

Building and Empowering Teams

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Nurturing the Next Generation

- Awareness of each member's **strengths and limitations**
- **Equitable** nourishment
- **Reverse** mentoring: learning from young ones
- Opportunities for **cross-functional learning**
- **Delegating** authority and **Autonomy** in Decision Making
- Clear scope of **responsibility**
- **Constructive - Critique**
- **Checking-in** regularly, but not micro-managing
- **Celebrating** the wins
- **Supportive supervision** and availability for continuous support and **guidance**



Suggested Reading

- Leaders Eat Last by Simon Sinek
- Talking to Strangers: What We Should Know about the People We Don't Know by Malcolm Gladwell
- The Five Dysfunctions of a Team: A Leadership Fable by Patrick Lencioni

Acknowledgement

- All Team Members – Schools, AFMC, AFMS, NHSRC, Botswana, Planning Commission, Teachers, Mentors, Friends
- ED, NHSRC Secretariat



“To be an effective team leader, you need patience, strength, insight, tenacity and courage. If that doesn’t work, try doughnuts.”

There is no right way
to run an organization.

Leadership is constant evolution

**Team Building is Dynamic,
continuous and intense activity**

Thank You