



National Leadership Development Conference

Major Challenges for heads of institutions : **How can management concepts & principles help?**

Prof. A.K. Sood

MD, PhD, DNB (MCH) , DNB(Hospital & Health Admn), MBA

National Leadership Development Conference

What are **Common concerns** of head of institution/Departments?

Common concerns for Senior Officers



- I do not have **enough resources** Money, Material & Manpower so can not perform better in my set up .
- Employees **do not work** in government set up.
- I find it **risky to make new decisions** .
- My **whole day is lost in routine** matters I do not have time to think about future development of my department.
- How can I be **more effective** in my set up?

National Leadership Development Conference

What are **Challenges** for head of institutions?



1. Handling of staff

- How to **get work done** from them?
- How to **develop** them & utilise their **full potential**?
- How to **create** work culture?
- How to handle **“difficult “ staff**?
- How to interpret & **apply rules**?

National Leadership Development National Conference

What are **Challenges** for head of institutions?

2. **Patient** related challenges

- How to ensure Patient **safety**, patient **expectation** & Patient **satisfaction**
- Public Relation / **Media**



National Leadership Development National Conference

What are **Challenges** for head of institutions?



Handling of the patients related challenges

- **Citizen charter**
- **Soft skills** for ALL care providers (Communication skills, Empathy, Good bed side manners)
- **Patient safety protocols**
- **Special training of front line staff** at reception, OPD, Indoor, Lab etc
- **Trained officers** to handle **Media** as spokesperson

National Leadership Development National Conference

What are **Challenges** for head of institutions?

3. **Political Influence & Legal issues** Consumer's forum (CPA), RTI, Health regulations, **Pollution** control

4. **Financial** constraints

- How to ensure **optimal** Costs of services ?
- How to **reduce costs** without **reducing quality** of services-Cost containment ?



National Leadership Development National Conference

What are **Challenges** for head of institutions?



5. Equipment, Materials & **logistics** related challenges

- Lack of **infrastructure**, optimal **use of equipment**
- Introduction of **modern technologies** -Robotic Surgery / Modern Investigations (MRI, C.T)
- Procurement of **Logistics** drugs/equipment
- Documentation & **records**

National Leadership Development National Conference

How can management **concepts help me?**

I do not have **enough resources** Money, Material & Manpower
so can not perform better.



My budget is **LIMITED** (Financial Management techniques)

Equipments are **IN ADEQUATE** (Material Management techniques)

SHORTAGE of manpower (Human resource Management techniques)

National Leadership Development National Conference

How can management **concepts help me?**

Are Management principals and techniques are **applicable & effective in health sector??**

Why as medical professional we **should know** about management?

Management concepts are **UNIVERSAL**

Applicable to **all sectors**

Basic premise remains the same

Money

Materials

Manpower



National Leadership Development National Conference

How can management **concepts help me?**



MDI **out put increase** with management competencies in public sector companies without any **INCREASE IN INPUTS**

WHO report on health systems in Developing countries

Focus on **management comp**etencies of health managers in **KEY** positions

National Leadership Development National Conference

How can management **concepts help me?**



"Dhirubhai" Ambani Reliance industries , Ambanis are the **third richest family** in the world with **worth \$60 billion**

Mr. Krishna Murthy started a company named **Softronic**,
Started Infosys in 1981 with an initial capital of **Rs 10,000**



He has been described as Father of Indian IT sector
by Time magazine **\$1.8 billion**

National Leadership Development National Conference

What is **administration and management**?

Some experts believe that both are **synonymous**.

Administration is used in **government** and management in **private sector**.

Management as an **art of getting** the things done from other persons

Management is **good decision** making

Management is **common sense**.



National Leadership Development National Conference

What is **administration and management**?

Key word in management is **OUTPUT** in terms of

Number

Quality

Management as **an art of INCREASING** performance within
the **GIVEN resources**



National Leadership Development National Conference

What is **administration and management**?

Resources for performance/output

Money

Materials

Manpower

Living

Feelings/**emotions**

Utilise other **two resources**

Under utilisation of its potential



National Leadership Development National Conference

II. Employees **do not work** in government set up.

The official winner of the "not my job" contest...



Work from **physiological** perspective

Work from **social** perspective

Work from **psychological** perspective

National Leadership Development National Conference

II. Employees **do not work** in government set up.

Which type of work people want to do ?

The work which given them joy

SOCIAL relations

Own **SKILL** development

Organization **RECOGNIZES** their contribution



National Leadership Development National Conference

How I can to get the **work done** from my subordinates??



Positional power

Personal power

National Leadership Development National Conference

How can I increase my **personal power**?



Technical skills

Human relation and communication skills (60-70% times)

Conceptual skills , Insight, foresight

National Leadership Development National Conference

How can I increase my **human relation skills**?



Give credit to subordinates for success

Take responsibility for failure your self

Allow them to set operational **target themselves**

In case of mistakes by subordinate, explain them without **hurting their self esteem/self respect** and that too not in front of others.

Project your self as a part of work team and **use WE** and not **YOU** during interactions with subordinates.

National Leadership Development National Conference

How can I increase my **human relation skills**?



Allow them **to meet you easily** during or after the scheduled time or place

Usually **do not loose your temper** on them, especially in front of their colleagues

Appreciate the good work of subordinate by in front of their colleagues.

Smile and greet subordinates by **their names**.

Ask about **welfare of their family** members

National Leadership Development National Conference

How can I increase my **human relation skills**?



Show **personal interest** in the development of your subordinates **and their career**

Often join your subordinate for **tea or lunch**

Call your subordinate for tea **to your home**

Introduce them to superiors or visitors praising their **strong points.**

Send them **written note thanking** them after successful **completion of task**

Often yourself **go to your subordinates chamber/rooms**

National Leadership Development National Conference

How can I maintain balance between work & people?



Maximum concern for **production** & Minimum concern for people

Maximum concern for **people** & Minimum concern for Production

Low concern for Production & people

High concern for People & Production

National Leadership Development Conference

Handling of staff, How to **develop** them & utilise their **full potential**?



HRD Mechanisms

- Human resource **Planning**
- **Selection**, recruitment and other forms of job assignments
- **Induction** Program/ Training
- **Performance** Appraisal
- **Rewards/Punishment/No rewards**

National Leadership Development Conference

Handling of staff, How to **develop** them & utilise their **full potential**?



HRD Mechanisms

- Transfers
- **Employee Counselling** and Feedback
- Employee-employer **relationship**
- Career **Planning and Development**
- Organizational **work culture**

National Leadership Development Conference

What is Organization **culture**?



Organization culture is the **psychological structure** of organizations and their sub-units.

Organization **culture influences** the **behaviour of employees** towards clients, competitors, colleagues, supervisors, subordinates and strangers.

National Leadership Development Conference

What is Organization **culture**?

It is the **cumulative effect of**

Leadership **practices**
Employee **behavior**
Workplace **amenities**, and
Organizational **policies on employees** .

The culture reflects **how employees, customers, vendors, and stakeholders** experience the organization and its brand.



National Leadership Development Conference

What is Organization **culture**?



Culture is **created through consistent and authentic behaviors**, not press releases or policy documents.

You can **watch organisation culture** in action when you see:

how a **CEO responds** to a crisis

how a team **adapts to new customer** demands,
or

how a manager **corrects an employee** who makes a **mistake**.

National Leadership Development Conference

What is the **importance** of organisation culture?



Improve recruitment efforts – 77% of workers consider an organisation’s culture before applying

Improve employee retention – culture is one of the main reasons that 65% of employees **stay in their job**

Improve engagement – companies with a positive culture have up to 72% higher **employee engagement rate**

(extent to which employees **feel passionate about their jobs, Committed** to the organization, and put **hard effort** into their work)

National Leadership Development Conference

Handling of staff, How to **create** Organisation **culture**?



What are elements of organisational **Culture**[1.work](#)
[culture.mp4](#)

Openness

Trust

Autonomy

Creativity

Pro-activity

Authenticity

Risk taking

National Leadership Development Conference

How to assess the **Elements** of Organization culture?



1. Organisation **structure /Characteristics**
(Communication, control, supervisory mechanisms)

It is a very **personal place**. It is a lot like an **extended family**.

People seem to **share their personal issues** also.

People are willing to **take risks**.

National Leadership Development Conference

How to assess the **Elements** of Organization culture?



2. Organisation **mangers** behaviour

They are warm and **caring**.

They seek to **develop employees'** full potential and act as their **mentors or guides**.

They are **risk-takers**.

They encourage employees to take risks and be **innovative**.

National Leadership Development Conference

How to assess the **Elements** of Organization culture?



3. Organisation Cohesion/ **feeling of belongingness**

It is **loyalty** and tradition.

High Commitment to the organisation

It is commitment to **innovation and development** of the organisation

There is an emphasis on **being first to achieve.**

National Leadership Development Conference

How to assess the **Elements** of Organization culture?



4. Organisation **Emphases/focuses** on

It emphasizes **human resources**.

It emphasizes **growth** and acquiring new resources.

Readiness to **meet new challenges** is important.

It emphasizes **competitive actions** and achievement.

Measurable **goals** are important .

National Leadership Development Conference

How to assess the **Elements** of Organization culture?



5. Organisation **Rewards system**

It distributes its rewards **fairly equally** among its members.

Everyone from **top to bottom** be treated as **equally as possible**.

Those with innovative ideas and actions are **most rewarded**.

Rewards based on the achievement of goals & **objectives**.

National Leadership Development Conference

What are **Elements** of Organization culture in **Google**



Value employees' happiness

Giving employees **sleep pods**,

Free **food**

Promoting **casual attire**

Amazing **gyms** and even allowing **pets** at the workplace.

Focus on openness

Encourage employees to always be **open with each other**.

Focus on **peer coaching**, encouraging employees to **learn from each other** and help each other.

National Leadership Development Conference

What are **Elements** of Organization culture in **Amazon**?



Customer Obsession- work vigorously to earn and **keep customer trust.**

Ownership- never say “**that’s not my job.**”

Invent and Simplify- Focus on innovation and always find ways to simplify.

Learn and Be Curious- about new possibilities and act to explore them.

Hire and Develop the Best- raise the performance bar with every promotion.

Insist on the **Highest Standards-** have relentlessly high standards

Think Big-Think, create and communicate **AMAZON FOUNDER**
AND chief executive Jeff Bezos, started **Amazon** in a garage

National Leadership Development Conference

What are **Elements** of Organization culture in **INFOSYS** ?



Mr. Murthy founded Infosys in 1981

Infosys is, today, **a highly innovative software services** global company

Mr. Murthy conceptualized, **Global Delivery Model (GDM)** which is based on **collaborative distributed software development** principles.

Mr. Murthy also introduced the concept of a **24-hour workday**, to the world.

National Leadership Development Conference

What are **Elements** of Organization culture in **INFOSYS** ?



Client Value-To surpass client expectations consistently .

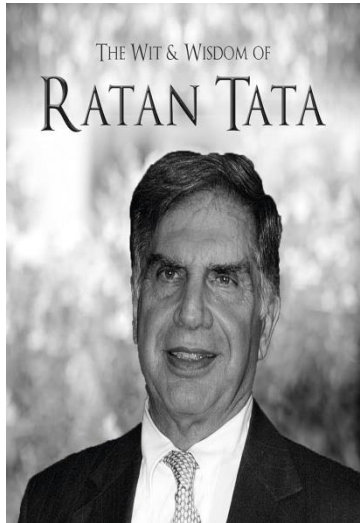
Leadership by Example- Ordinary people can be inspired and mentored to do extraordinary things

Integrity and Transparency- To be ethical, sincere, fair and open in all our transactions

Excellence- To strive relentlessly, constantly learn, improve ourselves, our teams, and services to become the best

National Leadership Development Conference

What are **Elements** of Organization culture in **TATA Group** ?



“Business, as I have seen it, places **one great demand on you**: it needs you to **self-impose** a framework of ethics, values, fairness and objectivity **on yourself at all times**.

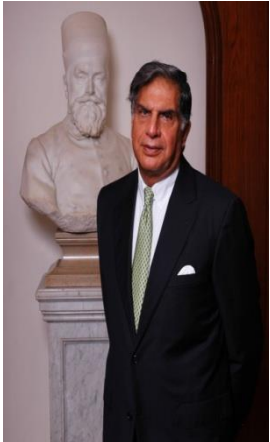
We strongly believe that **our people** are our **greatest asset**.

We also nurture a **culture of diversity**, innovation, total quality management and **employee care and respect**. “

- Ratan N Tata, 2006

National Leadership Development Conference

What are **Elements** of Organization culture in **TATA Group** ?



“The **FIVE CORE Values** are:

Integrity-We will be fair, honest, transparent and ethical **in our conduct**.

Responsibility-We will integrate **environmental and social** principles in our businesses

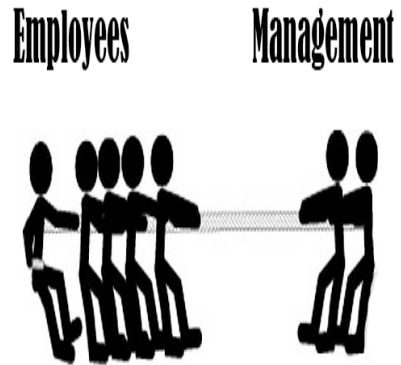
Excellence-We will be **passionate about achieving the highest** standards of quality.

Pioneering-We will be bold and **courageously taking on** challenges

Unity-We will **invest in our people and partners**, enable continuous learning, **and build caring and collaborative relationships** based on trust and mutual respect.

National Leadership Development Conference

What are **Signs and symptoms** for change in Organization culture ?



Decrease in out put as number or quality

No new ideas and activities

Employees are **not enthusiastic**

High turn over of good employees

“This is **not possible**”

“This **cannot happen** in our organisation”

“This **all theory**”

“Employee will **revolt/aggressive/ not accept**”

National Leadership Development Conference

How can you **Improve Your** Organisation Culture?



Create opportunities for employees to **connect**.

Help employees **advance their careers**.

Make **transparency** a priority.

Create an **employee recognition** program.

Give employees **flexibility**.

Celebrate **team wins**.

Prioritize **timely and respectful** feedback.

Address **mental health**.

Leadership Development Conference

Handling of staff, How can we take **good decisions**?



A good leader is a **good decision** maker.

A process of **choosing between alternatives** to achieve a goal.

Decision in **organisational interest**

Decision in **personal interest**

Leadership Development Conference

Handling of staff, How can we take **good decisions**?



Barriers in Effective Decision Making

Tendency to **evaluate** before one **investigates**

Tendency to **equate new & old** experiences

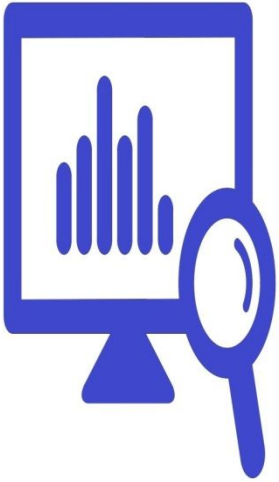
Tendency to **use available solutions** rather than new or innovative ones

Tendency to **deal with problem at face value** rather than going to its roots

Tendency to **ignore more complex problems** and to solve simple problems

Leadership Development Conference

My whole day is lost in routine matters I **do not have time** to think about **future development** of my department.



You need to **delegate work** to subordinates

Know the **competencies** of you subordinates.

Indicate **what work** the subordinate must do(Clearly specify)

Grant him authority (**Power to decide**)

Ensure that **subordinate is willing** to accept the assignment

Leadership Development Conference

What are key principles I should keep in mind while delegating work to subordinates? .



The basic **principles** of delegation are:

- A Delegation should be part of **Regular procedures**
- B Delegation should always include a **clear outline** of the **limits** of the delegated authority
- C **Willingness** to delegate should be sincere
- D Willingness to **accept delegation** should be ensured
- E **The ability** to perform delegated tasks should be **verified**
- F Delegation should be **acceptable to those affected by it**
- G Delegated tasks should be **within legal limits.**

Leadership Development Conference

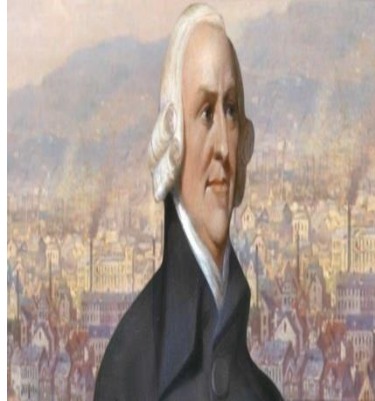
How can I be more **effective** in my set up?



Which **concepts & principles** of management can help me?

Leadership Development Conference

How can I be more **effective** in my set up?

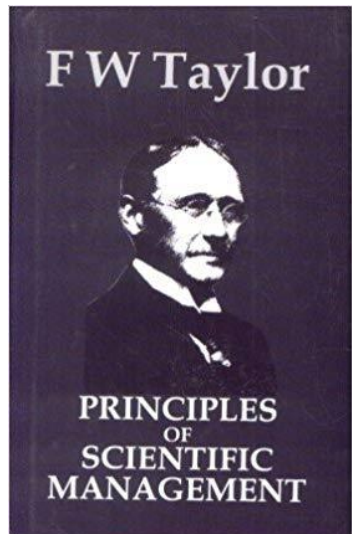


Adam Smith (1776) pointed out the significance of ‘**Division of Labour**’ in improving efficiency.

Taylor was pioneer in analyzing **Human** work.

His thesis was that **Productivity** can be increased **endlessly**.

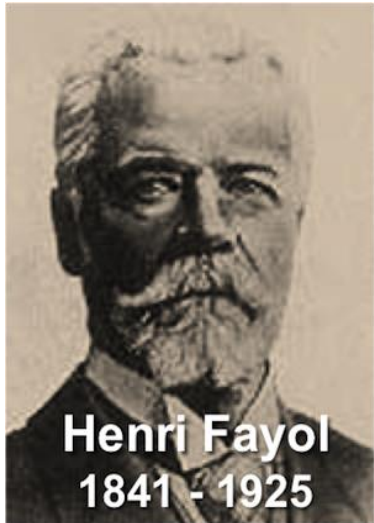
By selection of men, finding **best possible** method to do the job, **Designing appropriate tools and Training & motivating** persons.



Leadership Development Conference

How can I be more **effective** in my set up?

HENRI FAYOL (1841-1925)



Focused on Problems of **Top** management.

Principles of management are **universal** and are applicable to all organizations.

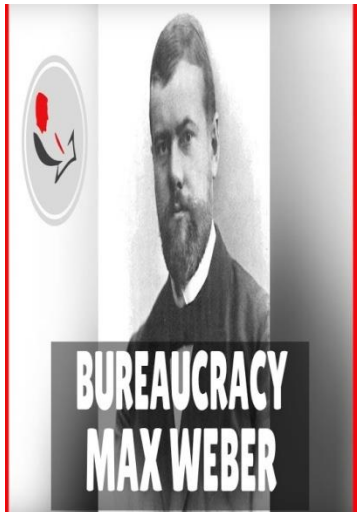
Dividing the organization into various units looking after a **specific function**.

He high lighted the need to **define role, duty & responsibility**. (**SOPs**)

Leadership Development Conference

How can I be more **effective** in my set up?

MAX WEBER



He postulated the **theory of Authority Structure** in organization (decision making)

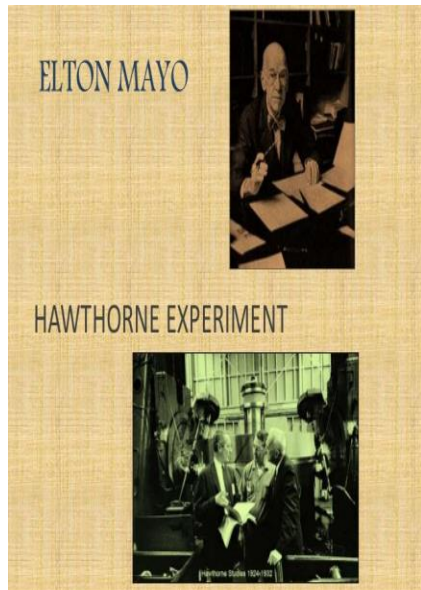
People **voluntarily obey orders** & respond to authority, when they are convinced that the person has **“Right” to do so.**

(Indian Context)

Leadership Development Conference

How can I be more **effective** in my set up?

Elton Mayo, and others were the propagator of **Humanistic approach** in management.



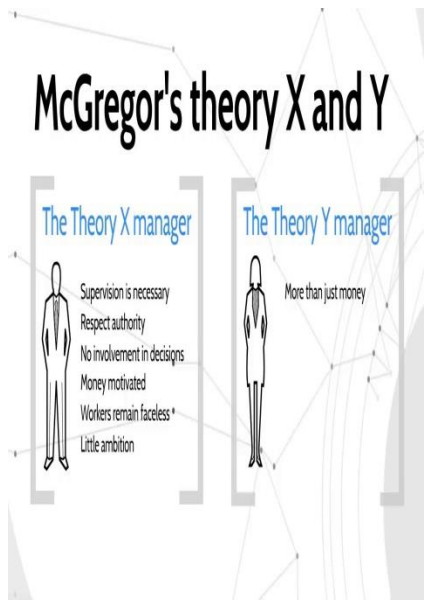
The focus of this approach is on **Human relations**

Interpersonal communication

Informal communication systems.

Leadership Development Conference

How can I be more **effective** in my set up?



Theory-X, the traditional theory (McGregor)

The **Assumptions** in this theory are-

Man is lazy, **dislikes work & tries to avoid** it as far as possible

Man has **little ambition**. All that he desires is **security**

Man can be made to **work only through Coercion, Control, & Direction** Or in the alternative they need to be continually **rewarded or Bribed**.

Leadership Development Conference

How can I be more **effective** in my set up?

Theory – Y (McGregor)

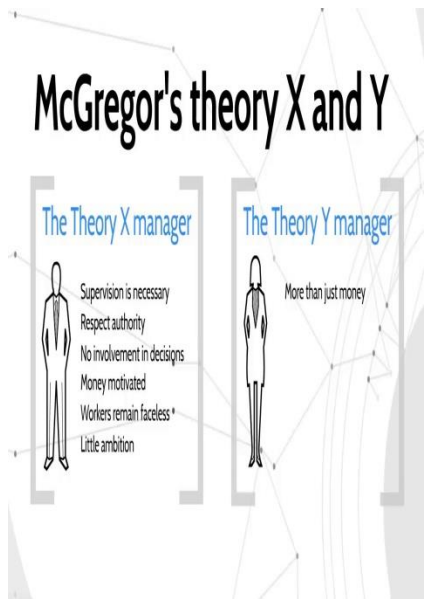
The Assumptions are-

Work is a **natural activity** as play or rest, & every one likes it.

Every one has **natural urge to develop** himself fully.

People take **responsibility and initiative** to realize their potential

Man derives **satisfaction** from promotion or Praise



Leadership Development Conference

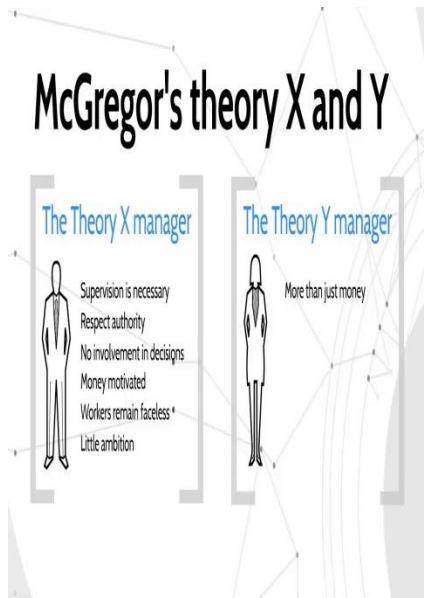
How can I be more **effective** in my set up?

Contingency theory-Z (McGregor)

The fit between **task, people & organization**

An organization **work best** when **people, tasks & organization structure** fit together very well.

The **organization needs to be tailored** to suit the requirements of **people & tasks**.



Leadership Development Conference

Common concerns for Senior Officers



- I do not have **enough resources** Money, Material & Manpower so can not perform better in my set up .
- Employees **do not work** in government set up.
- I find it **risky to make new decisions** .
- My **whole day is lost in routine** matters I do not have time to think about future development of my department.
- How can I be **more effective** in my set up?



National Leadership Development Conference

Dr. Digamber Behera

President Elect NAMS, Former Senior Professor; Ex-HOD; Dean (Research)

- Learn how to **handle press & media**. They play an important role for image building of your institution. Respect them explain to them situation. Have some **senior officer to handle them**. Have **regular press** briefing to **highlight your achievements**.
- Know administrative **rules & procedures thoroughly**. Do not consider this as waste of time. Once **you sign you are responsible**.
- **Procurement of equipments** etc in hospitals is one of the major parts of your responsibilities. **Follow the rules & take it seriously**.



National Leadership Development Conference

Prof. (Dr.) Shiv Kumar Sarin

Senior Professor, Hepatology, Director, Institute of Liver and Biliary Sciences, Director, WHO Collaborative Centre on Chronic Liver diseases and Viral Hepatitis at ILBS. Adjunct Faculty, Molecular Medicine at JNU, President National Academy of Medical Sciences



- Aim for **the moon**, even if you fail you will be **among the stars**.
- **Dream big** think of impossible goals , **have vision** for **your institution**.
- In health sector **you need to work as team**, Develop your team.
- Have **win-win situation** for all.
- **Encourage your subordinates** to excel and achieve more than you.
- **Appreciate their achievements** in front of others



Dr Vinod K. Paul
Member, NITI Aayog

National Leadership Development Conference



- If you want your institution to be **a centre of Excellence** you need to **be a leader**.
- **Ensure & encourage all members** of your organisations to **contribute their best**.
- **Develop subordinates**, spend time for **guiding them in their career & professional development** as a part of your one of the major responsibilities.
- For **National vision** of being a developed nation by 2047, **health sector is critical** in ensuring health national.



National Leadership Development Conference

DR Y. K. GUPTA

President, AIIMS Bhopal & AIIMS, Vijaypur, Jammu,



- **Maintain your dignity** as health professional and **keep your spine straight**.
- **Chart you own path** , think and work differently **get away from usual routine** (“ **Leek se Hat kar kam karo**”)
- Like finger of hands **all people are different and unique**, acknowledge this fact and deal accordingly.
- **Support staff** is like **small bones** and are **equally important** than other professional, Focus on their development & concerns.
- **Appreciate & respect** those **who criticize you**, they have the **courage to call spade a spade** rather than the others who surround you.
- **Be role model**. Lead by example.
- **Do self introspection**
- Use the term **“We” rather than “I”**



National Leadership Development Conference

Prof Sanjiv Kumar

Founder Chairperson, Three Domain Leadership Foundation, & Adjunct Prof Leadership and Global Health, INCLEN Institute of Global Health



- A good leader **develop his subordinates** as leaders
- You need to **come out of your comfort Zones.**
- **Take risks** acquire **skills and competencies** continuously through out.
- Develop **SOPs & job** responsibilities
- Act as role model, **be positive and assertive**
- **Be fair to your subordinates**, give **credit for achievements** and help them in **career development.**
- **Be available to your subordinates & be open to their suggestions**

National Leadership Development Conference



Dr. N.K Ganguly
Former Director General (ICMR)

- A good leader **develops relations with his subordinates**
- Handle the crisis solve your problems. Take decisions
- **Determination, Discipline, Truthfulness, Self-esteem and Self-confidence are very important attributes for a leader**
- Do not highlight the deficiencies of your subordinates.
- Keep your words and control your anger
- Take opinion of your colleagues and agree on common key points.
- Challenges in life teach you
- **Continuously update your knowledge**



National Leadership Development Conference

Dr. Renu Swarup

Former Secretary, Department of Biotechnology

Ministry of Science & Technology, Government of India



- Have a **clear vision & goal** for your organisation **during your tenure as head** of the organisation.
- **Give time and listen** to your **subordinates** during meetings & interaction with them . They are **near the problem & may have really good suggestions**. You have the ultimate authority to decide.
- Your **communication** with subordinates & seniors is **crucial for your success**. Focus on your **contents & nonverbal gestures**.
- **Demonstrate your commitment, dedication**, hard work and act as **role model**.



National Leadership Development Conference



Dr Vishwa Mohan Katoch

President, JIPMER Puducherry; Editor, Indian Journal of Leprosy

- **Know rules & regulations** of your organisation.
- You are **responsible for your signature**. Come out of 9.00AM to 5.00PM culture. **Read important** files yourself, do not sign files in hurry “ 5.00PM approach”
- **Visit people in their departments** rather than calling them to your office. This will **help you to better understand** the issues & problems.
- **Keep your doors open** , allow people to meet **you make yourself accessible**. Avoid ‘cotre” of selected people for **seeking information**.
- **Do not be arrogant**, be empathetic, **listen to all** yet be **strong in your decision making**.



National Leadership Development Conference



Dr Vishwa Mohan Katoch

President, JIPMER Puducherry; Editor, Indian Journal of Leprosy

- **Be clear and take decisions in Organisation & National interests. Involve & listen to all.**
- **Give respect & consult your seniors for their advice & guidance in case of difficult situations.**
- **Interact with politicians with positive attitude , Explain your views & situation clearly.**
- **Bureaucrats are trained administrators acknowledge this fact and interact with them professionally give your technical opinion.**
- **Have linkages with peripheral units, departments, institutions.**



National Leadership Development Conference

Dr. Raj Bahadur, Project Director and Member Secretary of the Regional Spinal Injuries Centre in Mohali



- **Break hierarchy** in your organisation consult your **heads of department as equal** and seek their advice. “ **Same Table approach**” of Dr.Tuli in BHU.
- Have **no ego**, be **humble & polite** in your interactions with others.
- **Develop you subordinates** this will **reduce your work load**.
- **Hard work, Honesty , integrity & values** are very important , these give **you inner strength** to take **decisions & achieve** the impossible as a leader.
- **Think of long term effect** of your decisions which **you take today**.
- Let people **evaluate & question your actions**. Take it in a positive way.



National Leadership Development Conference

Dr. Anurag Agarwal, Dean, Trivedi School of Biosciences, Ashoka University



- Leader is **more than a manager**, he is **innovative, visionary & takes more risks**
- **Attract & retain talent.**
- **Fair system for recruitment** for organisation building is crucial.
- **Apply Rules**, processes **uniformly and fairly** to all.
- **Focus on continuous skill development**, encourage **innovation and newer ideas**, for **staying at the top.**
- **Develop good work culture.**



National Leadership Development Conference

Maj. Gen. (Dr.) Atul Kotwal, (Retd), Executive Director, NHSRC, MoHFW



- **Flexi- timing**, focus on **output** rather than time.
- Be **accessible** open door policy.
- Use **“WE”:**“Our”, **“thank you”, “You are great” “ I am proud of you”** more frequently in your interactions.
- Be a **mentor to your subordinate**, guide, **develop them**, their career development, personal development, counselling them.
- Create **work culture** where employees **enjoy to work** ,



National Leadership Development Conference



Lt. Gen (Dr.) Velu Nair PVS, AVS, VSM**, (Retd. Head & Chief Consultant –
Haemato-Oncology & Bone Marrow Transplant, Apollo Cancer Centre, Gandhinagar

- **Journey is more important than the goal, Focus on processes and procedures you will reach the goal.**
- **You can not make a change in your organisation without making sacrifices and commitments to your organisation. You will have to take risks for positive change in your systems.**
- **Care for all categories of your staff, focus on their development, this will create a sense of belonging and they will give their best at work.**



National Leadership Development Conference

Lt. Gen (Dr.) Velu Nair PVSVM, AVSM, VSM**, (Retd. Head & Chief Consultant – Haemato-Oncology & Bone Marrow Transplant, Apollo Cancer Centre, Gandhinagar



- When you **meet your higher-ups** for a problem **always go with a solution**, be a **part of solution** and **Give road map** for the solution.
- **Combine your brilliance with soft skills**, your subordinates **should not feel inferior**.
- **Work ethics, honesty, integrity, values** give you **inner strength** to take **good effective decisions**.
- **Give due importance** to keeping complete **documents & records** and **highlight your achievements**.



National Leadership Development Conference

Dr.O.P. Kalra, former VC SGT University & PGIMS Rohtak



- Leader should be on **high moral grounds.**
- Develop all in the team if one link is weak the **chain will break.**
- Do **not hesitate to learn** for subordinates
- (**Mr.Bihari , technician** in dialysis unit of PGI)
- Change is **important for development** and encourages it. It may **involve more risks** than in **maintaining status quo.**
- **Allot work to subordinates** as per their skills and competencies.



National Leadership Development Conference

Dr. Saurabh Varshney, Executive Director & CEO AIIMS, Deoghar



- Use the term **“WE”** more often than **“I”**.
- Leader **sees opportunity in every difficult situation** .
- Every **one is important** and useful in the team
- Leadership **development requires hard efforts, introspection and risk taking.**
- Your **communication & behaviour** with subordinates **motivates them.**
- Read the **files & documents** before **signing them.**



National Leadership Development Conference

Dr V Mohan, Chairman and Chief of Diabetology at Dr. Mohan's Diabetes Specialities Centre at Chennai



- Mentor and **transform others**
- Use **technology** in your work
- Start with **small steps**
- Keep **patient** in the centre
- Do **not break** promises
- There is no substitute for **hard work**
- Make **excellence** a habit
- Excellence is a **mirage**, keep on **raising your performance bar**
- **Develop network for collaboration**

National Leadership Development Conference



We come from energy
and
turn back into energy.

We are all matter for only
a very short time.

Make sure that when
you are matter...
you matter.

National Leadership Development Conference



Thank you