

National Academy of Medical Sciences



Application of Concepts and Theories of Leadership

Leadership Development (LEAD) Program

First Course, 8-10 March 2024

Dr Sanjiv Kumar, MBBS, MD, DNB (MCH), MBA, FIPHA, FIAMS, FAMS, FIAPSM

Founder Chair, Three Domain Health Leadership Foundation,

Chair Indian Alliance of Patients Group

Professor, (Leadership and Global Health), INCLIN Institute of Global Health, New Delhi

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

1

How concepts and theories of leadership can be applied for capacity building.

2

Use these concepts and 3 Domain Model and Jim Collins' five levels of leadership to develop leadership skills

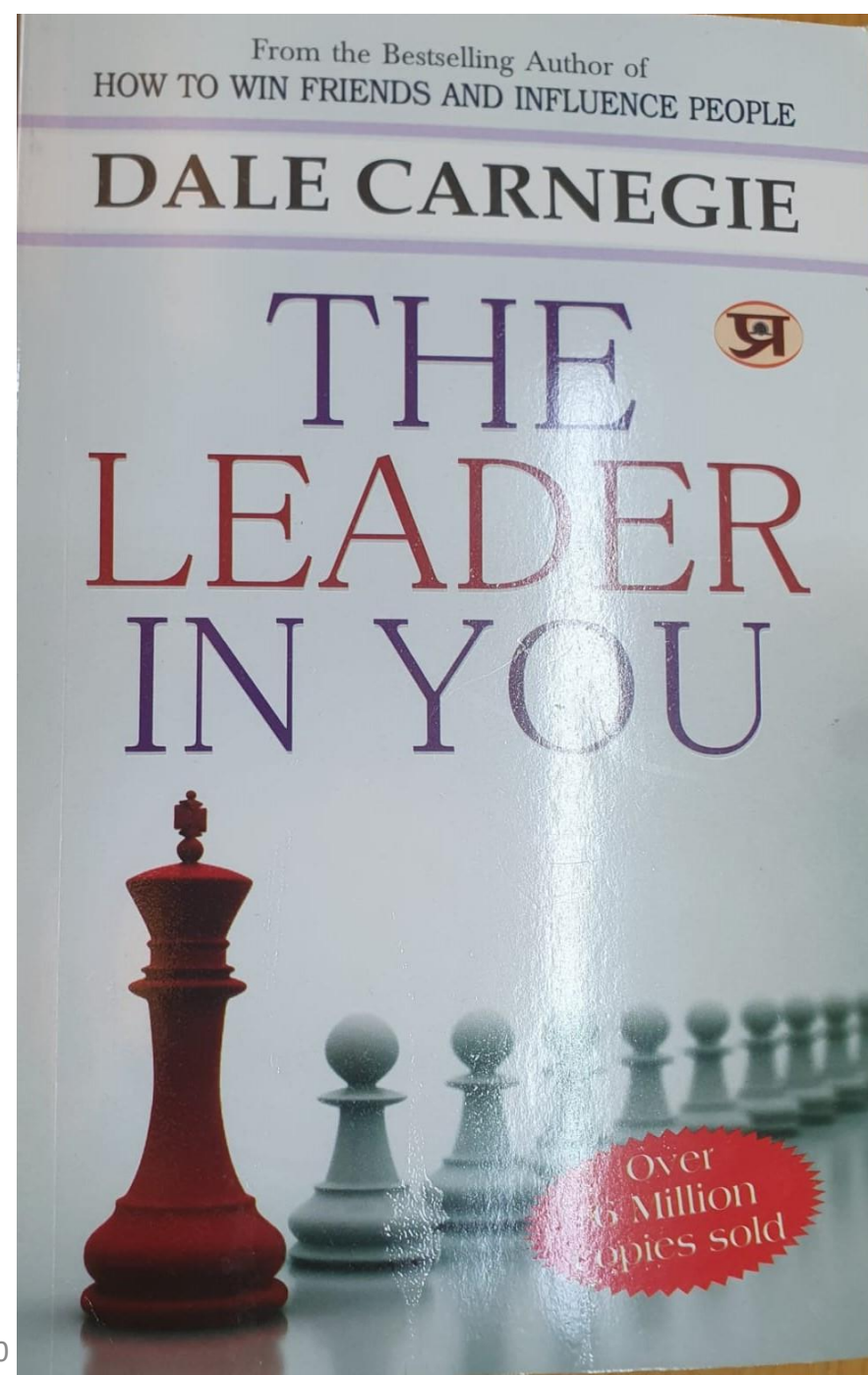
"Leaders knows the way, show the way and walk the way" - Unknown

Outline

1. Introduction
2. Leadership in Literature
3. Leadership Model
4. Conclusion

“Every one of us has the potential to be a leader everyday”

-Dale Carnegie



Introduction

- Leadership is defined as an ability to influence a group towards the achievement of goals
 - Leadership is the rage right now. Thousands of books are published every year
 - no consensus on the right mix of qualities of a leader
 - challenge is choosing most appropriate concepts of leadership to develop leadership skills: Three Domains and Five Levels
- Leadership is the capacity to translate vision into reality. (Covey SP 2006)

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

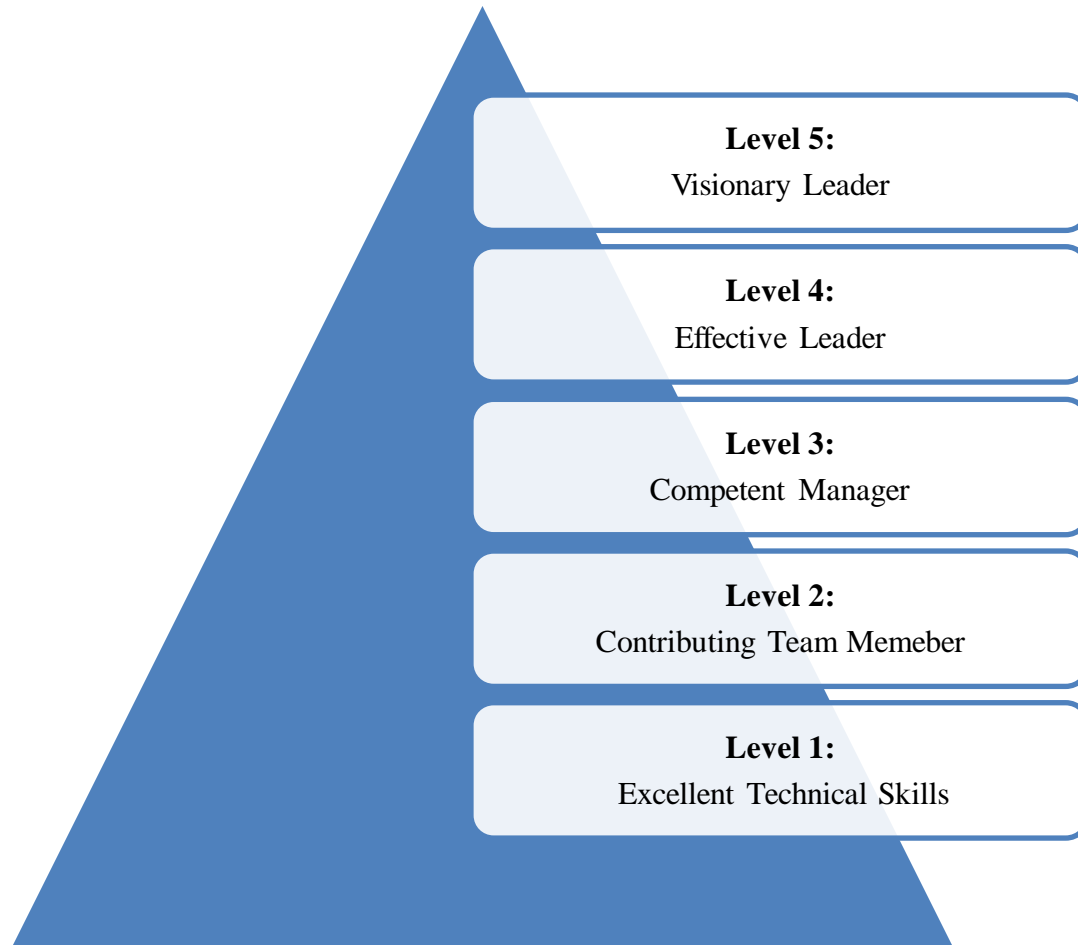
Phase IV (2000-): Personalised

- 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

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

Five Levels of Leadership

Adapted from Jim Collins. Good to great



Three Domain Model: Example of Skills

External Environment Domain

Networking, Anticipating and Managing Change

Team & Organizational Domain

Teamwork, Feedback, Delegation, Mentoring & Coaching

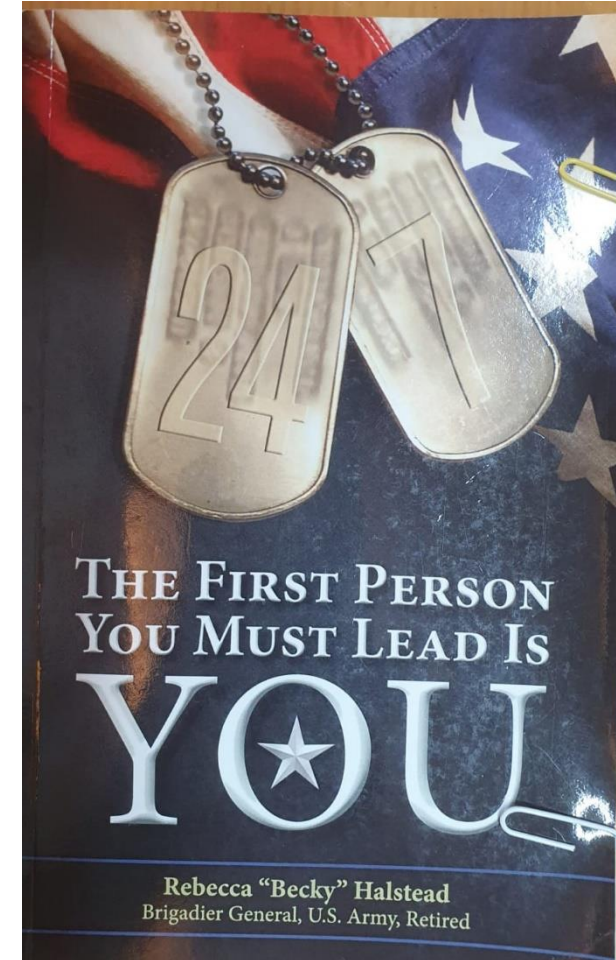
Self Domain

Vision & Values, Self-awareness, Decision Making, Resilience, Emotional Competencies, Dealing with difficult people, First Things First



Self Domain of Leadership

- vision, charisma, integrity, self awareness, strong communication skills, change, social, intellectual and emotional intelligence etc.
- model of behaviour and values he wants to inculcate in others. Every one looks up to him for direction and guidance.
- transforms individuals in the organization and motivates them to get the best out of them and channels every ones efforts in synergy to get best results



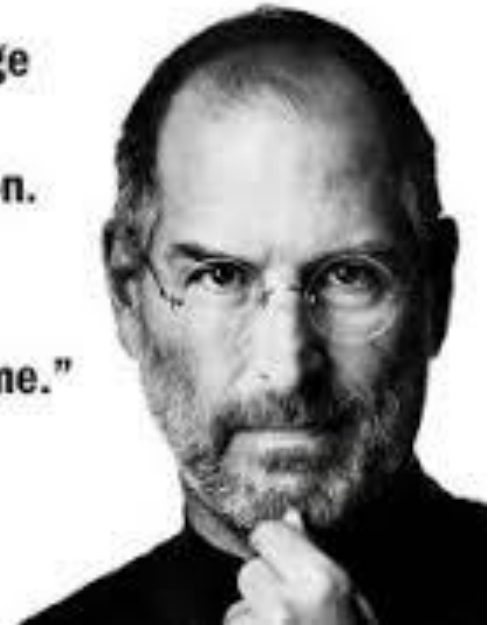
Leadership: YOU & Your Goal

You cannot lead others if
you do not lead Self
Long Term and short
term Goals

“A person who cannot
decide his goal, simply
cannot win.” - Chanakya

“Have the courage
to follow your
heart and intuition.
They somehow
know what you
truly want to become.”

- Steve Jobs



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



Leadership journey dimensions



Lead your subordinates



Lead yourself

Lead your boss



Lead your peers



Leadership Myopia

Health field is changing and the pace of change is accelerating by the day

- Increasing attention to Health as a human right and 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 obsolete

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

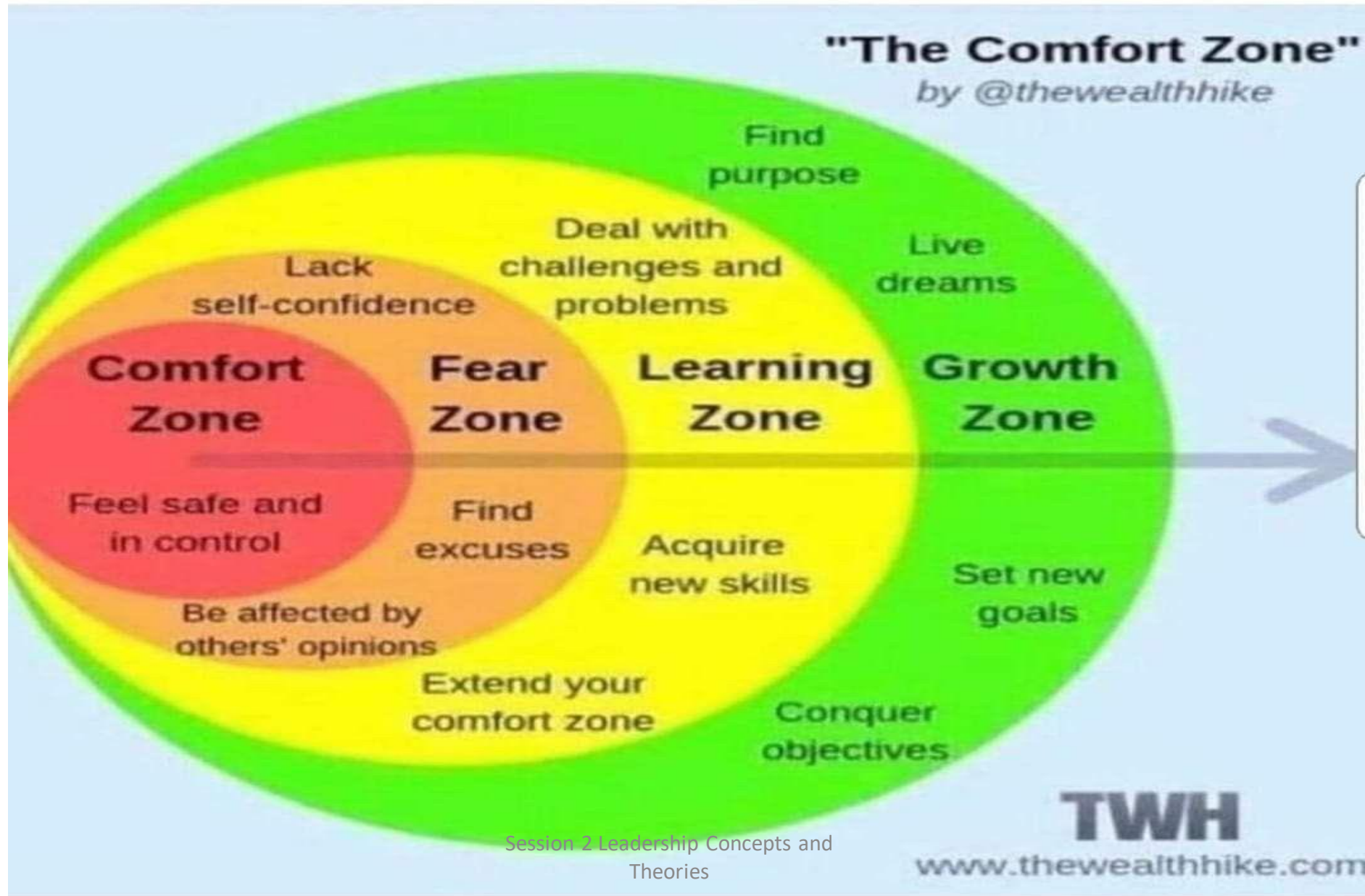
Filed for bankruptcy protection in 2012.

Embraced change and moved into digital

‘Camera & Ofoto’ to picture sharing platform

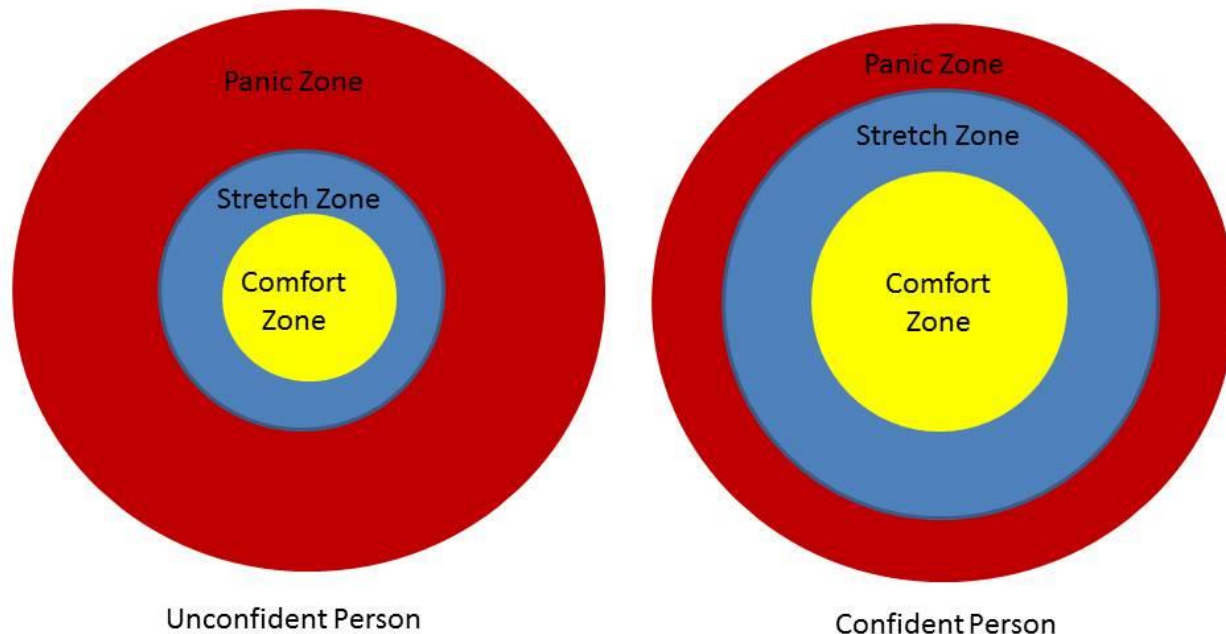


Great things are possible if we can just move past the fear...



Acquiring New Skills: Role of Motivation and Confidence

Comfort Zone Comparison

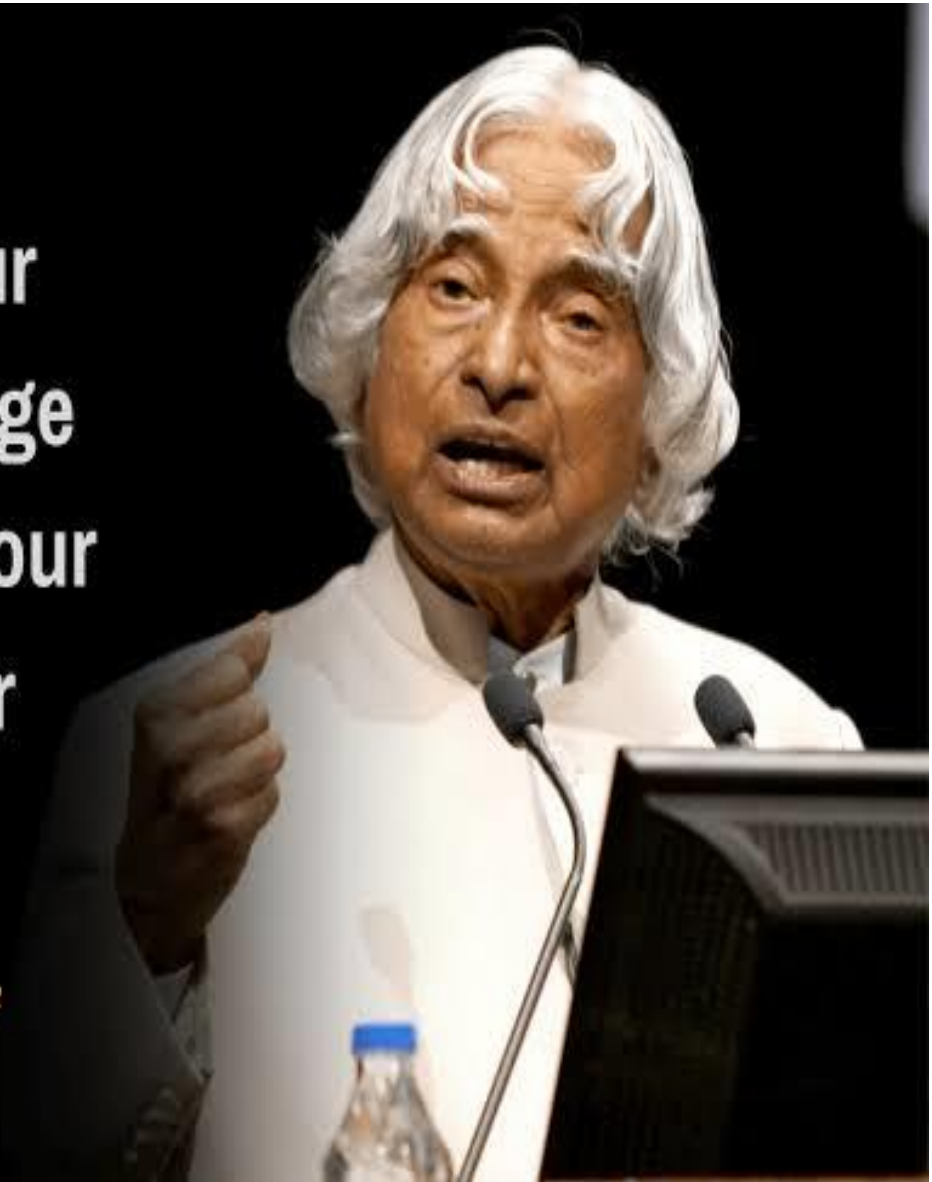


©Faye Low Coaching Company Ltd

“ You cannot change your
future, but you can change
your **habits**, and surely your
habits will change your
future.”

—A.P.J. Abdul Kalam

Your Self
Quotes



Self-Directed Leadership Learning



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

Principles of Adult Learning

- 1. Readiness:** Rely on experience or life changes 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

Personal Leadership Development & Monitoring Action Plan



PLD MAP: Chart Your Path

- Take out your pre course assignments and note areas you had identified as strong & areas for improvement
- Prepare your personal leadership plan using the format given
- Focus on the skills based on
 - review of pre-workshop assignments, and
 - skills covered during three days workshop
 - Online classes and readings
- Identify
 - New Skills
- Identify time bound actions you will take to move forward.

Maximize your Strengths

A person performs only from her strengths. We usually know what we are not good at but not what we are good at. We need to identify:

1. What are you really good at?
2. What skills do **others recognize** in you, and what do you get rewarded for?
3. What experiences, resources or connections do you have access to that others don't?

“One cannot build performance on weaknesses, let alone on something one cannot do at all” Peter Drucker

Address your Weaknesses

Based on your job description & job you aspire for

1. What skills do you struggle in order to perform your current job?
2. What additional skills do you need for the goals you aspire for
3. What are the aspects of your personality that hold you back?
4. What do other people most often identify as your weakness?
5. Where do you lack experience, resources or connections, where others have them?

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. 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.**
- 4. Leadership development is life long process based on four interconnected steps of Fact, Reflect, Act and Review**

Thank You

Stay in Touch

1. Blog:

<https://drsanjivkumar.wordpress.com/>

[स्वास्थ्य, Afya, صحت, Santé,
здоровье, الصحة, Health](#)

2. X @DrSanjivKumar

3. Linkedin: Dr Sanjiv Kumar

<https://www.linkedin.com/>

4. drsanjivkumardixit@gmail.com

