National Academy of Medical Sciences

Concepts and Theories of Leadership
Leadership Development (LEAD) Program
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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

Outline

1. Introduction
2. Good Leader in Literature
3. Administrative, Managerial and Leadership Actions
4. Leadership Concepts and Models
5. Conclusion

"No man is a leader until his appointment is ratified in the minds and hearts of his men." US Infantry Journal 1948 quoted in Gill R 2006 p 1

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.

- (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 others 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.

Visión

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

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 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 (कर्मण्येवाधिकारस्ते मा फलेषु कदाचन। मा कर्मफलहेतुर्भूर्मा ते सङ्गोऽस्त्वकर्मणि॥ २-४७).

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

Role of Health Authorities

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

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, peers, 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
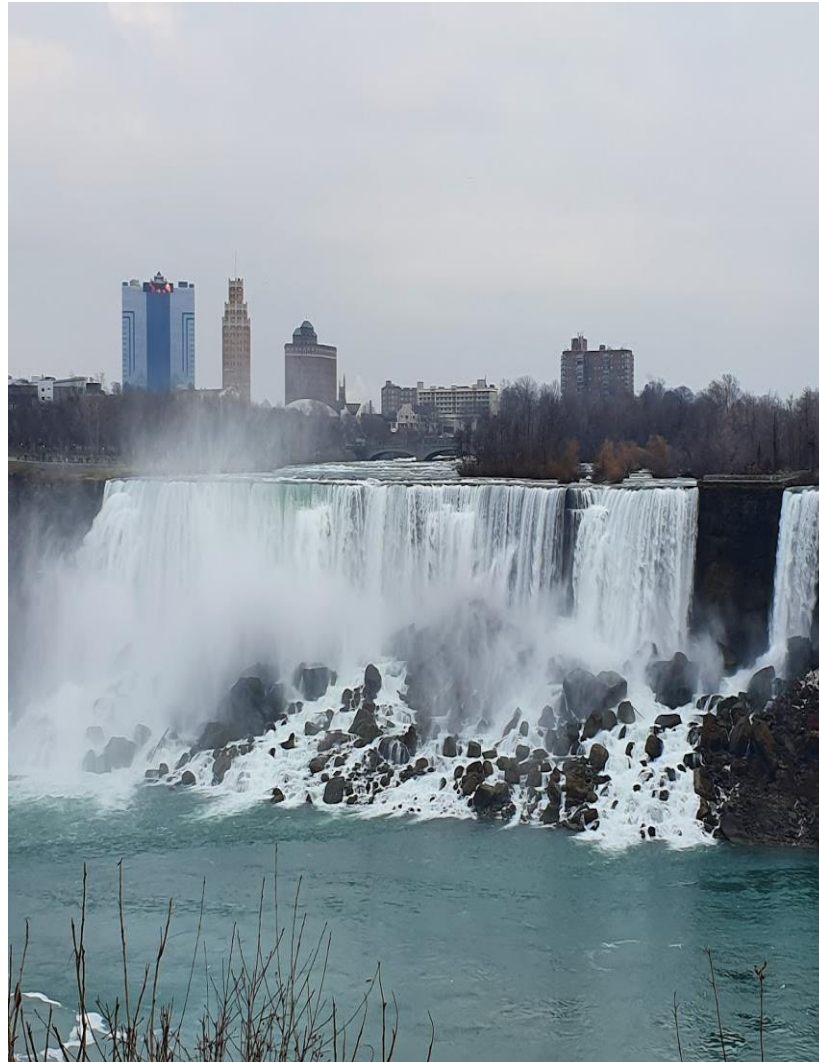
Accidental leader*

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

Features of 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**
Networking	Build **strong network** in & outside organization	Build **favorites & cronies** to get what they want
Values	Emphasize **values: integrity, quality, transparency, trust, & openness.**	Work based on **whims & fancies and not focused on values**

Complementarity of Technical, Administrative, Managerial and Leadership Skills

Administrative

Skills

Lea

der

Technical

Skills

Managerial

Skills

Leadership

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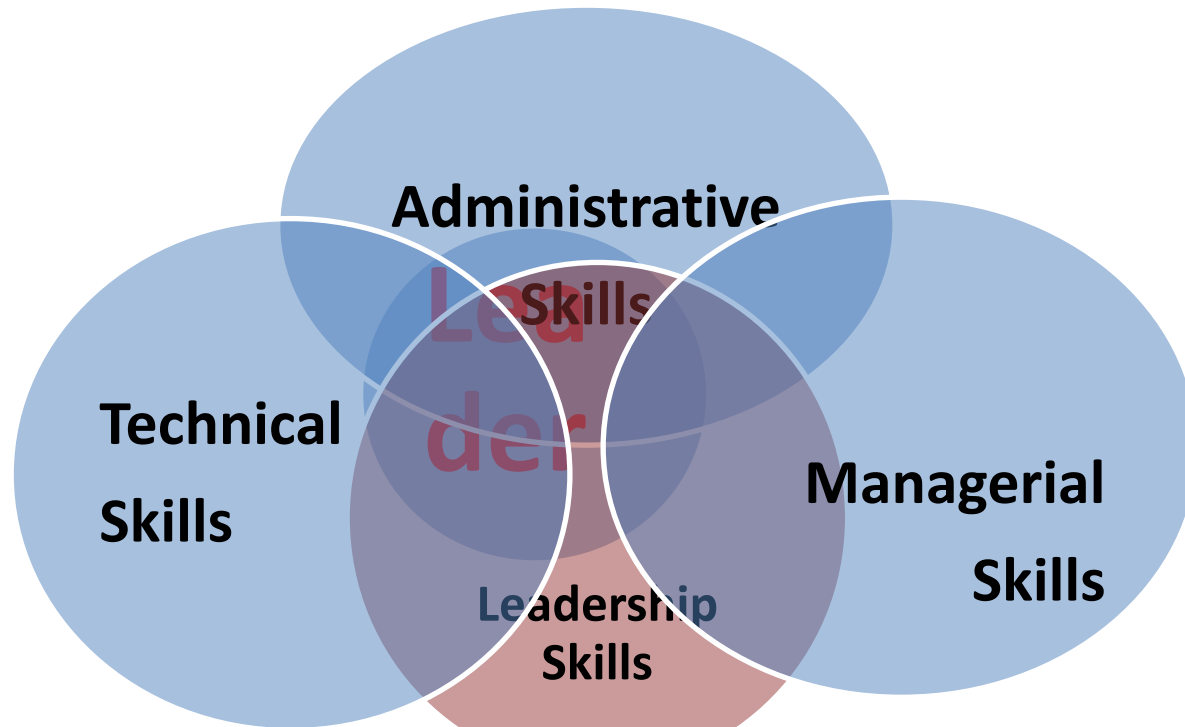
Adapted from Kumar N, Mangal A, Kumar S: Health Diplomacy- Building Bridges Between Public Health and Diplomacy, Health & Population Perspectives & Issues; 44(2) 51-54

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*

Leadership Great Men Theories

Based on the thought that Leaders are 'born' not made, 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:
  – Contingent Reward
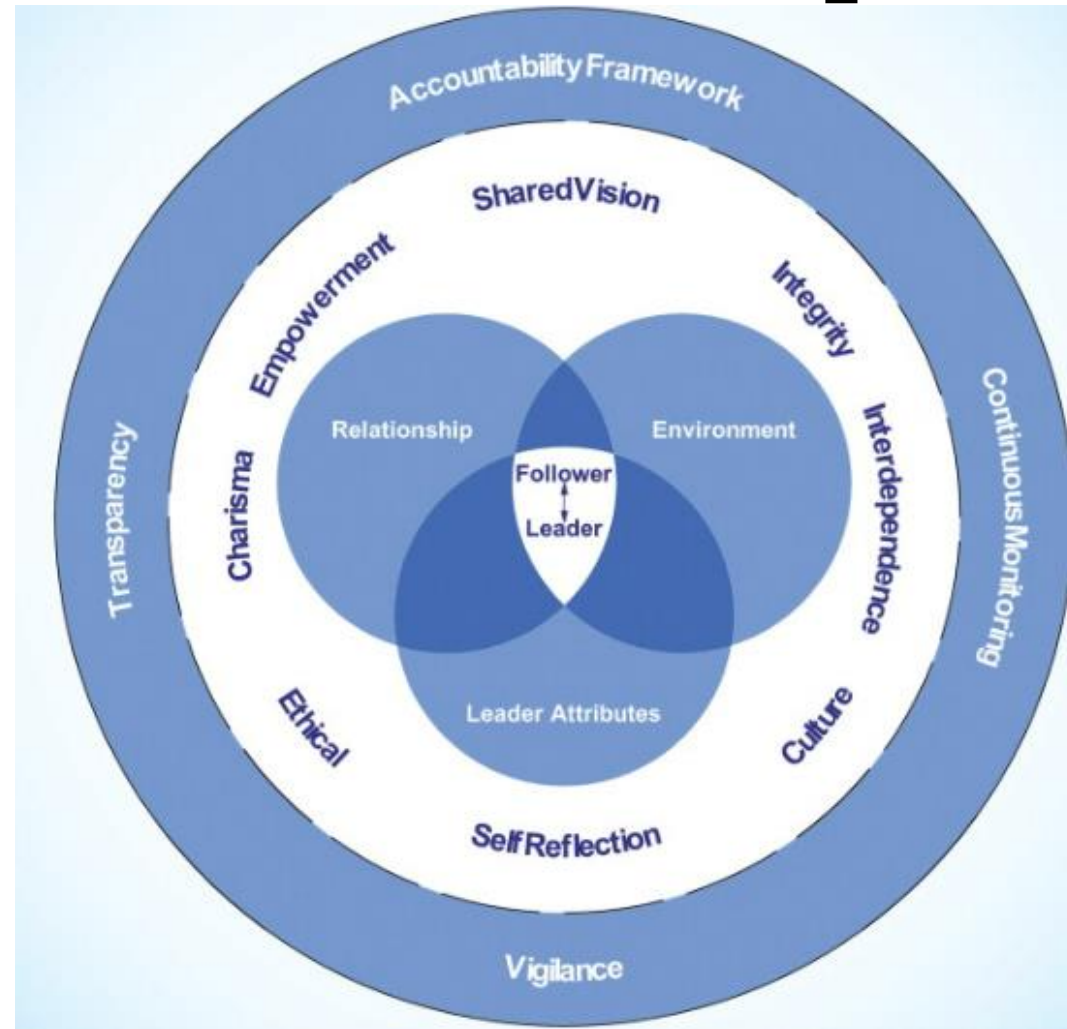 – Management by Exception
  – Laissez-Faire

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

Key aspects of Transactional theory of leadership

01 Employees are appreciated and rewarded by leaders

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

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

Transformational Leadership

Transformational or charismatic or visionary leadership suggests the leader has charisma and practices:

➤ Inspirational Communication

➤ Intellectual Stimulation

➤ Individualized Consideration

Summary of Leadership Models

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

23

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.

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?

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.
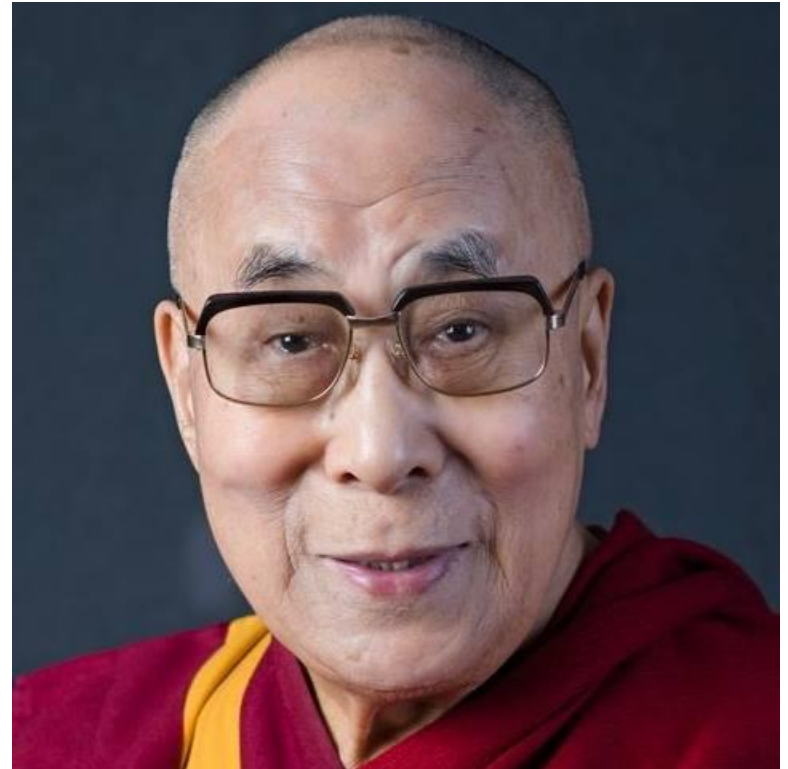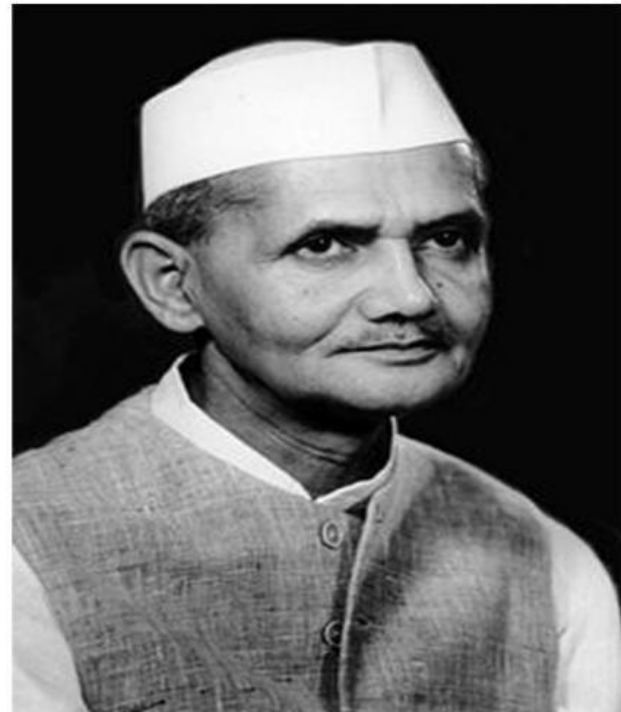
Daniel Goleman: 6 Styles of leadership

4. Democratic

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

This styles works best 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

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

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

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

Stay in Touch

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

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