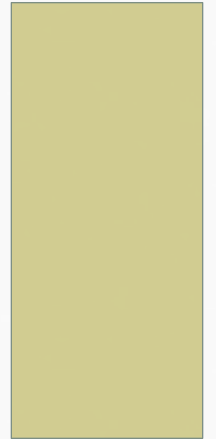


LEADERSHIP AND MANAGEMENT SKILLS

PROFESSIONALISM COURSE (SKL-221)
LULU ALNUAIM & MOHAMMED ALNAAMI



GENERAL GOALS

- To sharpen students awareness of additional skills in leadership and related areas of organization and management
- To develop leaders at all levels of studentship
- To encourage the ability to work effectively as a leader in a healthcare team

SPECIFIC SESSION OBJECTIVES

- **At the end of the session, the student will be able to:**
 1. Define leadership
 2. Explain the concepts of leadership and management
 3. Understand leadership theories
 4. Identify the traits and skills of an effective leader
 5. Explain the major approaches to leadership
 6. Describe the various types/styles of leadership
 7. Recognize the many challenges ahead facing leaders in modern healthcare systems

PROPOSED DEFINITIONS

- **Leadership is:**
 - A function of knowing yourself, having a **vision** that is well communicated, **building trust** among colleagues, and **taking effective action** to realize your own leadership potential (Warren Bennis 1997).
 - Often considered as the **ability to influence** a group of people towards the **achievement** of goals.

CONCEPTS OF LEADERSHIP AND MANAGEMENT

Both leadership and management involve influence, working with people, and working to achieve common goals. However, there are some differences:

| Leadership | Management |
|--|---|
| Multi-directional influence relation | Unidirectional authority relationship |
| Focus on people motivation and inspiration | Focus on system and structure; Processes, policy, procedures |
| Long-term view and goals | Short-range perspectives |
| Create trust among people | Relies on control of people |
| Leaders does right things | Managers does things right |
| Vision-oriented | Task-oriented |
| Relies on envision and innovation | Administration |
| Role-models/do right things | Model roles/Do things right |
| Develop power with people | Exercise power over people |
| Empowers and inspires people | Ensures that rules are followed |

LEADERSHIP THEORIES

- **Great Man Theory.** Leaders are exceptional people, born with innate qualities, destined to lead.
- **Trait Theory.** Qualities associated with leadership e.g. Honesty.
- **Functional Theory.** Interaction of task, team, and individuals
- **Behaviourist Theory.** Leaders behavior and actions, rather than their traits and skills, e.g. Persuasive, consultative, democratic.
- **Situational/Contingency Theory.** Leadership style changes according to the 'situation' and in response to the individuals being managed – according to their competency and motivation.
- **Transformational Theory.** Leaders inspire individuals, develop trust, and encourage creativity and personal growth. Individuals develop a sense of purpose to benefit the group, organization or society. This goes beyond their own self-interests and an exchange of rewards or recognition for effort or loyalty.

LEADERSHIP TRAITS AND SKILLS

Traits

- Adaptable to situations
- Alert to social environment
- Ambitious and achievement orientated
- Assertive
- Cooperative
- Decisive
- Dependable
- Dominant (desire to influence others)
- Energetic (high activity level)
- Persistent
- Self-confident
- Tolerant of stress
- Willing to assume responsibility

Skills

- Clever (intelligent)
- Conceptually skilled
- Creative
- Diplomatic and tactful
- Fluent in speaking
- Knowledgeable about group task
- Organised (administrative ability)
- Persuasive
- Socially skilled

Stogdill, 1974

APPROACHES TO LEADERSHIP

❖ The Trait Approach

- Links a number of qualities to effective leadership
- The ability to build effective learning
- The ability to listen
- The capability to make own decision
- The ability to retain good people
- The ability to be surrounded and supported by good people

APPROACHES TO LEADERSHIP...CONTINUE

Attitudinal Approach

Consideration, showing concern for members of the group

E.G. Giving recognition, nurturing self-esteem, developing mutual trust, inviting participation, etc.

Initiation of structure

Is a behavior that organizes the group to define relationship, specify task and how it is to be done, emphasize the need to hit deadlines and maintaining qualities, define lines of responsibilities and clarify roles

TYPES/STYLES OF LEADERSHIP

- **Visionary Leader.** Has a long-term perspective form: mission statements, vision and value.
- **Integration Leader.** Has medium term perspective. Focus on own organization.
- **Fulfillment Leader.** Has short-term perspective.
- **Transactional Leader.** Sets clear goals, understand needs of employees, motivates and rewards.
- **Transformational Leader.** Involves mutual trust and relationship, shared values and shared vision
- **Charismatic Leader.** Attractive character(s) that he/she is distinguished with!
e.g. Attractive when he/she talks

Is there a best style of leadership?

Answer: Those who are able to adapt their style to fit the requirement of situations encountered are best leaders.

RECOGNIZING THE CHALLENGES OF LEADERSHIP

❖ When are the challenges of leadership most obvious?

- When something new is about to start
- When something is about to end
- When times are tough
- During transitions

EXTERNAL CHALLENGES TO LEADERSHIP

- Public criticism
- Flare-ups of others' interpersonal issues
- Crises
- Opposition and/or hostility from powerful forces
- A financial or political windfall
- Collaboration failures

INTERNAL CHALLENGES TO LEADERSHIP

- Insecurity
- Defensiveness
- Lack of decisiveness
- Inability to be direct when there's a problem
- Inability to be objective
- Impatience - with others and with situations

HOW CAN LEADERS COPE WITH THESE CHALLENGES?

- Be proactive
- Be creative
- Face conflict squarely
- Always look for common ground
- Retain your objectivity
- Look for opportunities to collaborate
- Listen
- Ask for 360-degree feedback...and use it

HOW CAN LEADERS COPE WITH THESE CHALLENGES? (CONTINUE)

- Look at what's going on around you?
- Reach out for help in facing internal challenges
- Create mechanisms to revisit your vision
- Share the burden
- Find an individual or group with whom you can discuss the realities of leadership
- Make sure you have personal time

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