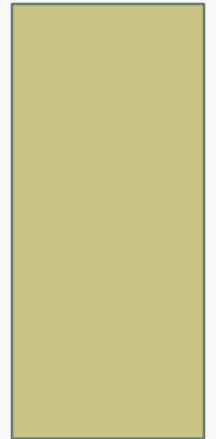


# LEADERSHIP AND MANAGEMENT SKILLS

**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

# REFERENCES

1. Bennis, W. and Goldsmith, J. Learning to Lead: A Workbook on Becoming a Leader, updated Ed., Addison Wesley, Reading, MA 1997.
2. Bennis, W. G., and Nanus, B. Leaders: The strategies for taking charge. New York, NY: HarperCollins 2007.
3. Coleman, D. leadership that get results. Harvard Business Review. 2000.
4. Katz, R. L. Skills of an effective administrator. Harvard Business Review, 1955; 33(1), 33.
5. Kotterman, J.P. "Leadership vs Management: What's the difference?" Journal for Quality & Participation, 2006; Vol. 29 Issue 2, p.13-17.
6. Kotterman, J. P. "What leaders really do?", Harvard Business Review, 2007; Vol. 79 Issue 11, p.85-96.
7. Heifetz, RA. and Laure, DL. The work of leadership, Harvard Business Review. 2006.
8. Holland, JH. Hidden Order: How adaptation Builds Complexity. NY: Basic books 1992.
9. Mulford, B. The Leadership Challenge: Improving Learning in Schools. Camber well Vic. Australian council for educational Research. 2008.