

# 8

## LEADERSHIP AND MANAGEMENT SKILLS

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Objectives:

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

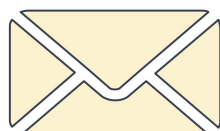
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Slides

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Doctors notes

Extra



# Leadership

## Definition

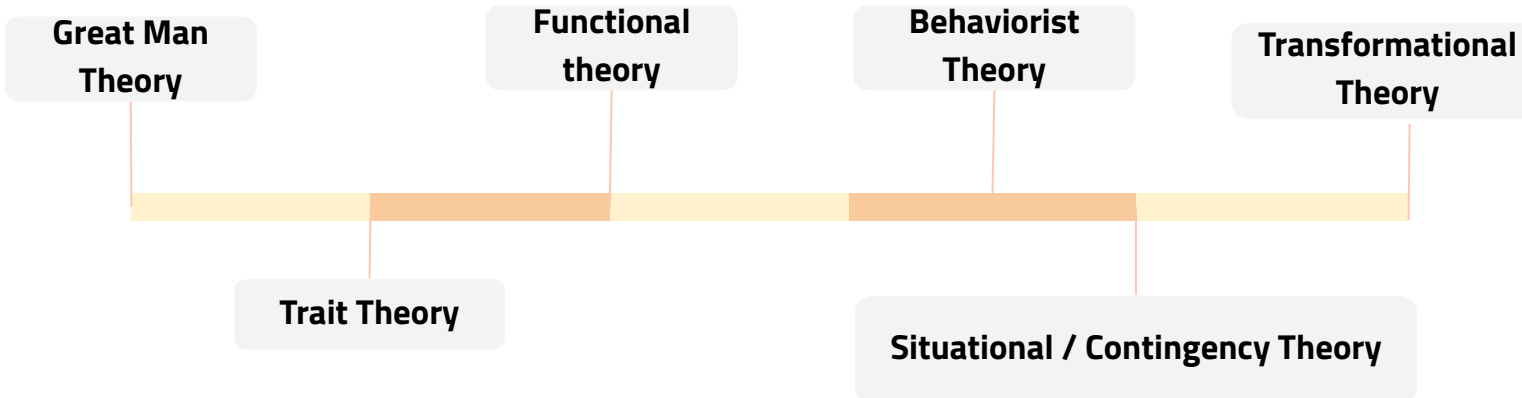
- A function of knowing yourself, having a vision that is well communicated, building trust among colleagues, and taking effective action to realize your own leadership potential (Warren Bennis 1997).
- Often considered as the ability to influence a group of people towards the achievement of goals

## 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;<br>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



**1-Great Man Theory:** Leaders are exceptional people, born with innate qualities, destined to lead. (Last year's slides )

1

## Great Man Theory

In the 1840s Thomas Carlyle suggests **great leaders are born, not made.**

INTRINSIC LEADERSHIP TRAITS  
DEFINING A DESTINED LEADER:



Intelligence



Sociability



Confidence



Charisma



**2-Trait theory:** Qualities associated with leadership

1- Communication

2- Time management

3- Leadership

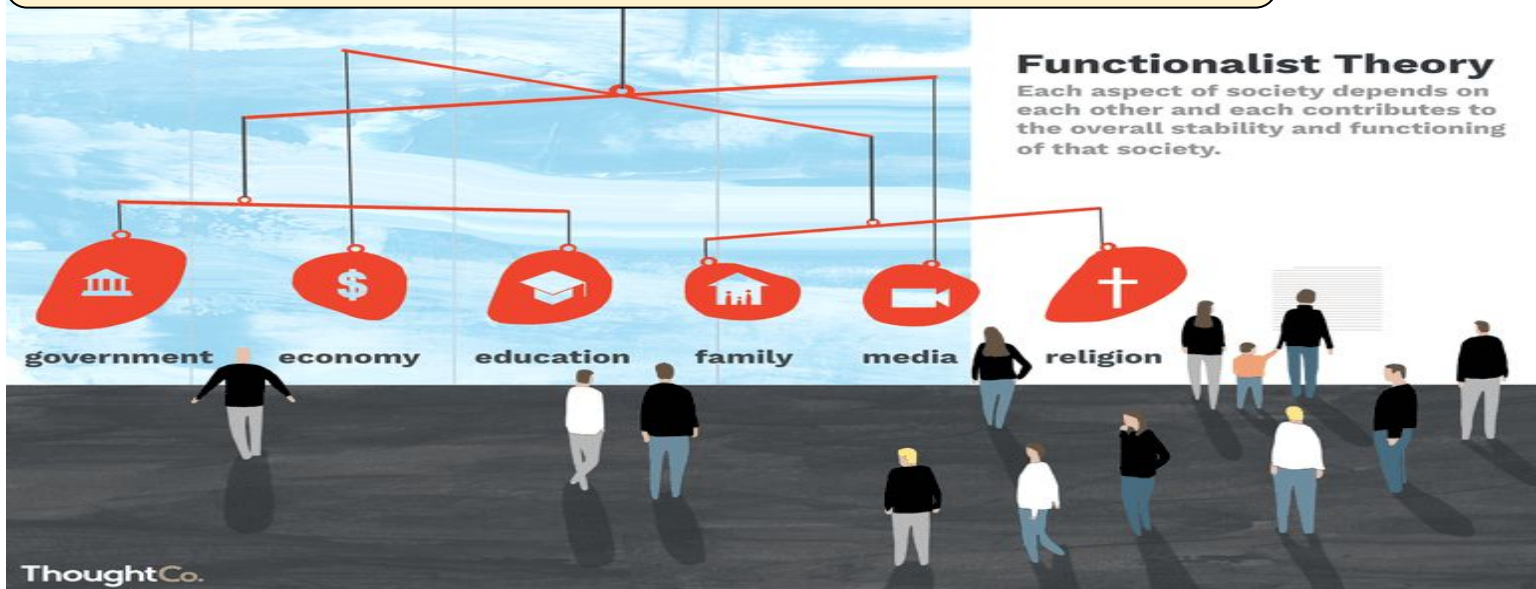
4-Public speaking

5-Teamwork

6-Flexibility

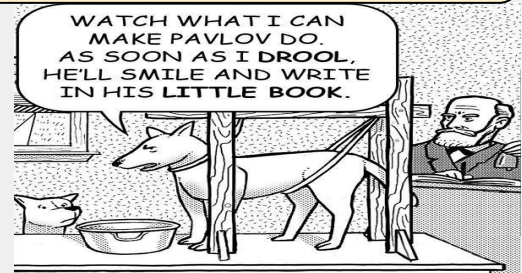
7-Personal skills

### 3-Functional Theory: Interaction of task, team, and individuals



### 4-Behaviorist Theory: Leaders behavior and actions, rather than their traits and skills eg. persuasive, Democratic, Consultative. (Last year's slides )

- John Watson launched behaviorist movement
- Anyone can be trained for a task
- Behavior is acquired through conditioning
- Interacts with the environmental stimuli
- Observable behavior

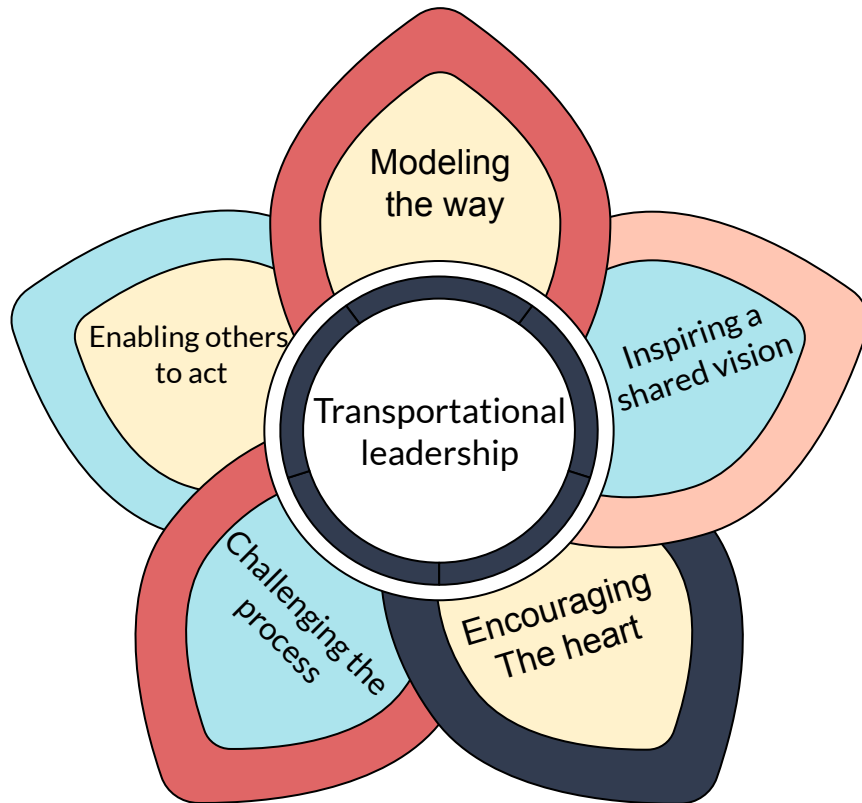


### 5- Situational /Contingency theory: Leadership style changes according to the situation and in response to the individuals being managed - according to their competency and motivation. (Last year's slides )

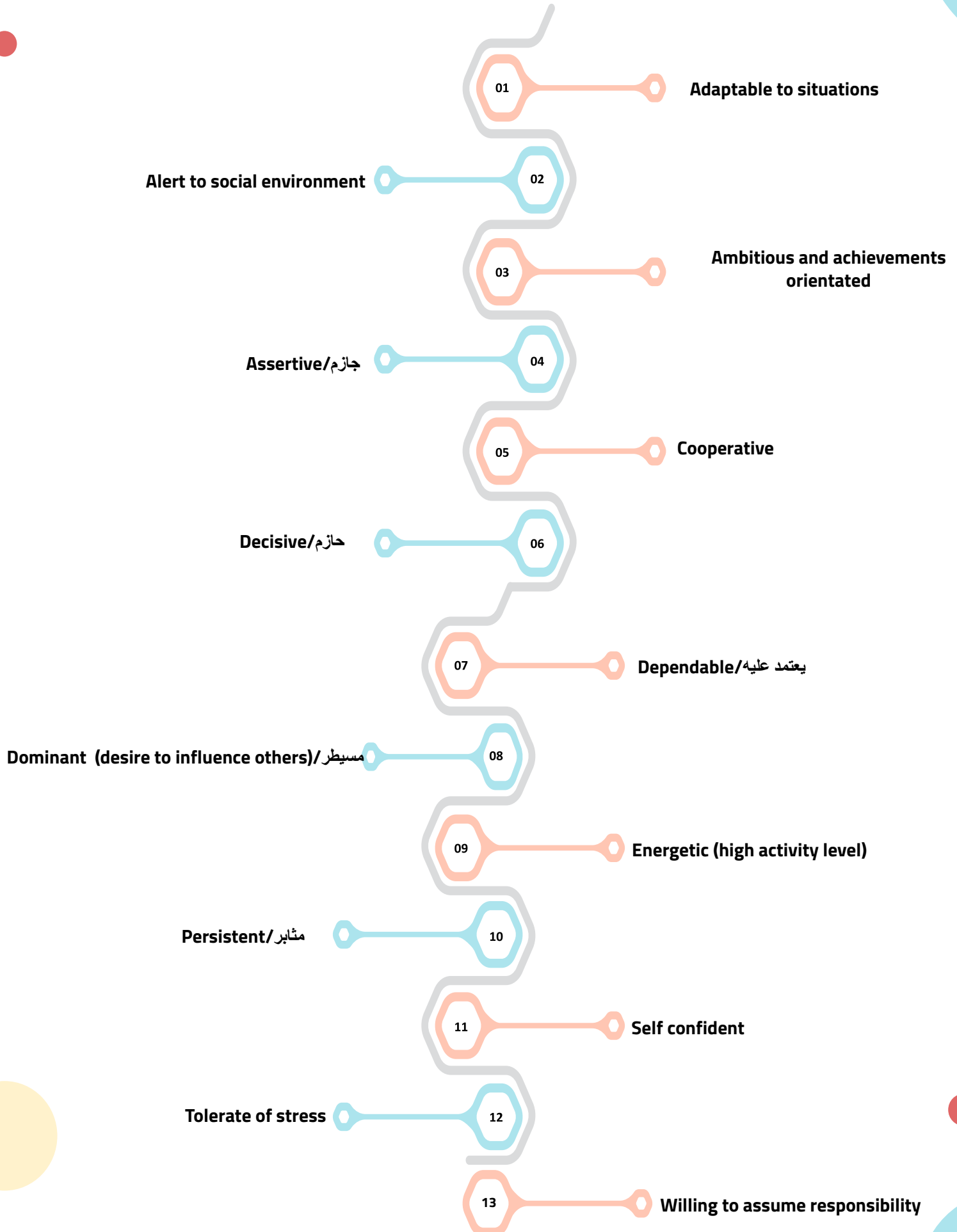
It was developed in the late 1960's by Dr. Ken Blanchard and Dr. Paul Hersey. It focuses on leadership in situations. Other name is life cycle theory of leadership. Different saturations demand different kinds of leadership .

## 6-Transformational Theory.

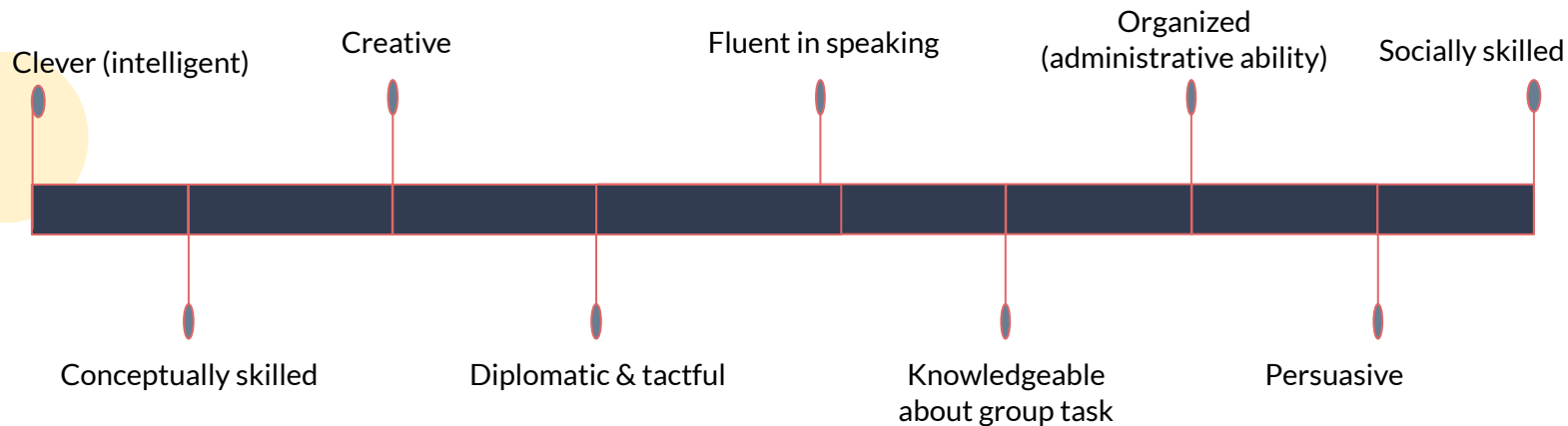
Leaders inspire individuals, develop trust, and encourage creativity and personal growth. Individuals develop a sense of purpose to benefit the group, organization or society. **This goes beyond their own self-interests** and an exchange of rewards or recognition for effort or loyalty.



# Leadership traits



# Leadership skills



## 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.

### The 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 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

Set 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

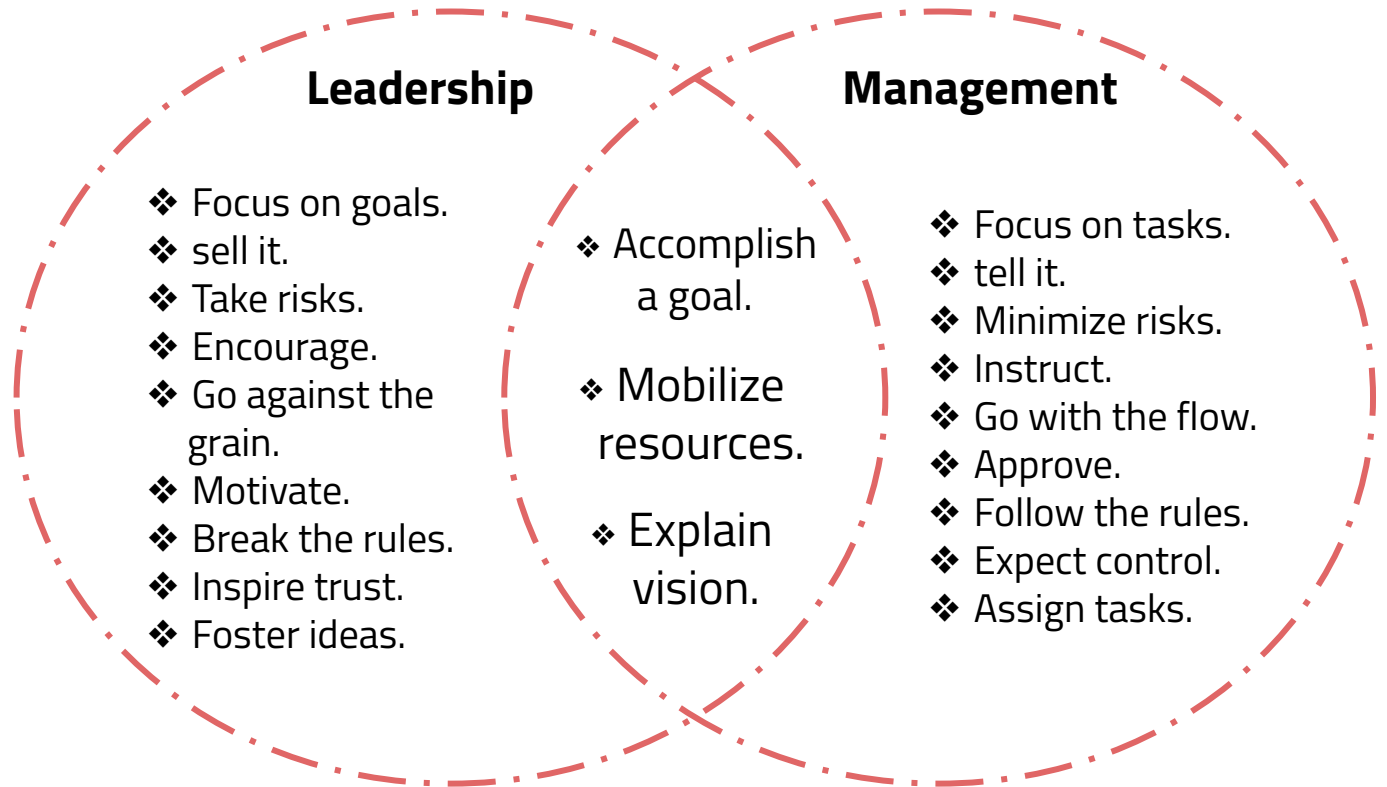
## CHALLENGES TO LEADERSHIP

| EXTERNAL CHALLENGES TO LEADERSHIP                | INTERNAL CHALLENGES TO LEADERSHIP             |
|--|---|
| Public criticism                                 | Insecurity                                    |
| Flare-ups of others' interpersonal issues        | Defensiveness                                 |
| Crises   | Lack of decisiveness                          |
| Opposition and/or hostility from powerful forces | Inability to be direct when there's a problem |
| A financial or political windfall                | Inability to be objective                     |
| Collaboration failures                           | Impatience - with others and with situations  |

# HOW CAN LEADERS COPE WITH THESE CHALLENGES?

- 1 Be proactive
- 2 Be creative
- 3 Face conflict squarely
- 4 Always look for common ground
- 5 Retain your objectivity
- 6 Look for opportunities to collaborate
- 7 Listen
- 8 Ask for 360-degree feedback...and use it
- 9 Look at what's going on around you?
- 10 Reach out for help in facing internal challenges
- 11 Create mechanisms to revisit your vision
- 12 Share the burden
- 13 Make sure you have personal time
- 14 Find an individual or group with whom you can discuss the realities of leadership

## Summary References



## References

### Team Leaders

**Abdulrhman Alsuhaibany**

**Nourah Alklaib**

### Team Members

Abdulaziz Alrabiah

**Abdullah Alsaeed**

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**Haya Alanazi**

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Raghad Soaeed

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