

Module 4: Chapter 4

MANAGER AS A LEADER:



**Indian Association of Preventive and Social Medicine
Gujarat Chapter**

MANAGER AS A LEADER:

Learning Objectives: At the end of this chapter it is expected that you will be able

1. To know the difference between leaders and managers.
2. To know the role of managers as a leader
3. To understand the process of team building and role of leader as team builder.

Manager as a Leader:

Some say leader need not be a good manager but manager must be a good leader because he has to lead the team.

Management Guru Peter Drucker (1978) stated that “we do not know enough about human service institutions”. Indeed we know far too little about managing the service institutions –where human is the most important resource to be used. Health is falling in service sector and is largely depending upon the effective and efficient use of Human Resource. Leading the human resource becomes most important tasks of Managers in Health System. For the same we need to know about manager-leadership styles, team functioning and supervisory practices within different types and sizes of organization.

Leadership and management is different

Leader is a person who is followed by others, while Manager is a person who is controlling or administering a business or a part of a business. A leader sets a vision and goals, directs the atmosphere towards creative thinking of the organizations, and makes drastic changes should the situation so require. A manager ensures the quality of implementation, of day to day staff motivation and satisfaction, of budgeting and cash flow.

Because leadership is used to describe both a process and a position, it is useful to remember that the distinction is between leadership and management, not leaders and managers. While some may excel at one more than the other, most persons in positions of responsibility within an organization, whether described as ‘leaders’ or ‘managers’, exercise both leadership and management in their roles.

Management means setting objectives and focusing on consistently producing key results through planning and budgeting, organizing and staffing, and controlling and problem-solving. Leadership focuses on potential - creating and supporting change to vitalize the organization by establishing direction, aligning people, and motivating and inspiring. The benefit of management is handling complexity and ensuring efficiency, allowing the organization to meet its short-term targets.

There are some similarities between leadership and management - both involve deciding what needs to be done, creating networks of people and relationships that can accomplish an agenda and trying to ensure that those people actually get the job done. They are both

complete action systems; neither is simply one aspect of the other. Each has its own distinctive purpose and characteristic activities

“Good leadership and management are about providing direction to, and gaining commitment from partners and staff, facilitating change and achieving better health services through efficient, creative and responsible deployment of people and other health resources.”

(WHO/EIP/health systems/2005.1)

The Leaders:

There is an unending debate about “Whether leaders are born or made?” But there is something about the person which put him/her in a leader position. Following are some examples of the leaders because of specific attributes.

Leader by the position achieved: Some becomes the leader by way of the position they have achieved, for examples, Medical Officer at PHC, Dean, Superintendent, District Health or Officer, Director, Commissioners, Ministers etc. The position is attached with formal authority and by virtue of it reporting to him/her have to follow him/her.

Leader by personality, charisma: Some people have developed a personality because of that they cannot be ignored. Because of their talks, actions, vision they develop a special position amongst the people. Such leaders; irrespective of holding or not holding of formal positions; are having followers. They influence the others and inspire.

Leader by moral example: These are the leaders who are strict followers or the some values and moral. Such leaders may or may not have follower but they are accepted by other as icon or role model because of their moral life. Saints and religious leaders are examples of such leaders.

Leader by power held: Power possession because of political position, social status, and wealthy possession result in to a leader position. In old caste system higher caste automatically put the person on leadership status over lower caste, while people who possesses large amount of the wealth commands a special position in the society. In tradition society of patriarchal system men enjoys higher status than the women.

Intellectual leader: Knowledge and intelligence helps to gain higher status in society. People possessing wisdoms are worshiped. Birbal, Tenaliram, Abdul Kalam, Sham Pitroda are the examples of intellectual leaders.

Leader because of ability to accomplish things: A successful manager is a good example as a leader by his capacity to accomplish the tasks.

Leadership Process & Style:

Leadership is the relation between an individual and a group, around some common interests and behaving in a manner directed or determined by him. 'Leadership' is the quality of behavior of individuals whereby they guide people or activities for organized effort.

Another definition of leadership is that it is an ability of influencing people to share their attitude and behavior whether or formal situation, to strive willingly for mutual objectives. Leadership is about awakening the desire into others to follow a common objective and counts on exerting interpersonal influence through communication towards achievement of goal.

Thus leadership implies guidance by an individual the activities of other to fulfill an objective. Peter Drucker viewed that an enterprise fails if its leadership fails. It may be true for hospitals too. Surely the success of a hospital organization and its effectiveness would depend whether the leadership style adopted by a manager/team leader is relevant to task structure and objectives to be achieved.

Leadership is expanding owns awareness from self to broader vision and strategy. The sequence of awareness generation is shown in diagram herewith.



Leadership style is classified as Transactional or Transformational Leaders.

Transactional Leaders

Transactional leadership is known based on their ability to manage the situations. They contract exchange of rewards for efforts, promises rewards for good performance, recognizes accomplishment. They watch and search for deviations from rules and standards, take corrective actions. It is known as active management by exception. In some situation they intervene only if standards are not met, this is known as passive management by exception. Laissez faire: Abdicates responsibilities, avoids making decisions. The detail about this style is mentioned in specific section of this chapter.

Transformational Leaders:

Transformational leaders are also known as Charismatic Leaders. They are known based on their ability to manage the human i.e. transforming from mere human resource to assets for the organizations. They are known as charismatic leaders. They provide vision and sense of mission, instill pride, gain respect, trust in their subordinates. They communicate high expectations, use symbols to focus efforts, express important purposes in simple ways to subordinates. They stimulate intellectually by promoting intelligence, rationality, and careful problem solving. They give personal attention, treat each employee individually, coach, advise, thus they are having individualized consideration along with inspire the masses.

Key Characteristics of Charismatic leaders are having self confidence, a vision and ability to articulate his/her vision with conviction. Their behavior is exemplary and having ability to act as change agent. They have complete confidence in their judgment and ability. Such leader is having an idealized goal that proposes a future better than the status quo. The greater the disparity between idealized goal and the status quo, the more likely that followers will attribute extraordinary vision to the leader.

Their followers are impressed with their ability to clarify and state the vision in terms that are understandable to others. This articulation demonstrates an understanding of the followers' needs and, hence acts as a motivating force. Strong convictions about vision i.e. strongly committed, and willing to take on high personal risk, incur high costs, and engage in self-sacrifice to achieve their vision is perceived as charisma in such leaders. Extraordinary behaviors which are novel, unconventional, and counter to norms is another trait of charismatic leader. Charismatic leader is perceived as being a change agent i.e. agents of radical change rather than as caretakers of the status quo.

Attributes of a Leaders:

1. **Guiding vision:** Effective leaders know what they want to do, and have the strength of character to pursue their objectives in the face of opposition and in spite of failures. The effective leader establishes achievable goals.
2. **Passion:** Effective leaders believe passionately in their goals. They have a positive outlook on which they are, and they love what they do. Their passion for life is a guiding star for others to follow, because they radiate promise!
3. **Integrity:** Because they know who they are, effective leaders are also aware of their weaknesses. They only make promises they can follow through on.
4. **Honesty:** Leaders convey an aura of honesty in both their professional and their personal lives.
5. **Trust:** Effective leaders earn the trust of their followers and act on behalf of their followers.
6. **Curiosity:** Leaders are learners. They wonder about every aspect of their charge. They find out what they need to know in order to pursue their goals.
7. **Risk:** Effective leaders take calculated risks when necessary to achieve their objectives. If a mistake is made, the effective leader will learn from the mistake and use it as an opportunity to explore other avenues.

Approaches to Leadership

Leadership has long been regarded as a personal trait, a collection of attributes possessed by individual to a larger or smaller extent, a continuum along which individuals might be ranked according to how much of the trait they possessed. Proponents of trait theory believed that leaders are born and not made. However the recent concepts tend to focus on leadership behavior rather than leadership traits. It places emphasis on understanding leader behavior. The trait theory lacked predictive value, as there was no agreement on what combination of attributes will give an individual mastery effectively in the given situation, Further it did not take into account the mutual influence of followers and leader on each other. The behavioral approach however was an improvement in this aspect. It signifies that according to need and expectation of the group. The leader attitudes and behavioral response get shaped. However, these did not give importance to the context or situation in which leadership behavioral is brought to the fore. It gave rise to situational approach to leadership.

Leadership style based on predominant style adopted by Manager:

A leader behavior is in response to role expectation of the group. Generally leader is identified by his dominant behavior pattern, which has been classified as:

1. Motivation based Style.
2. Power Based Style.
3. Orientation based Leadership styles.
4. Situational based approach.

It pertains to a consistent way of behaving by the leader in a workgroup. It is combination of directing, supporting, and consulting behavior of the leader who is trying to influence the overall performance of the work group. Depending upon the manipulation of certain variables in the work environment including people, leadership style could be classified as:

1. Motivational style: It is the effort that leaders employ to motivate the group members to attain the objectives. In an inter disciplinary group, positive style of leadership may become easily applicable through employee education, providing opportunity to take initiative, reinforcing the interdependence and making participatory decisions.

2. Power based styles: The way a leader expresses his power, it can give rise to his style. These three styles are: Autocratic Style, Democratic Style, Laissez-faire style (Free Reign Style).

- a) Autocratic (Authoritarian)
- b) Democratic (Benevolent Authoritarian)
- c) Laissez faire (Free Reign)

a) Autocratic style: This leadership style is characterized by specific instructions to employees regarding what, how, and when work should be done. It is Micro-management style, where leader plans, organizes, controls, and coordinates. Emphasis is on getting the job done without regard for input from others. The leadership tries to centralize power and decision making in itself. It may elicit forceful action in the desired direction and bag the credit for achievement of objectives. He passes the buck and puts blame on group members for any failure. It may lead to a climate to distrust, disharmony and submission by individuals in the group. It may help him to take quick decisions, motivate employees and reward for performance.

Advantage of this leadership style is that at many instances it proves efficient as subordinates know the manager's expectations. It is useful during an emergency or managing temporary or new employee. Disadvantages are that it prevents subordinates from thinking about process improvements. It leads to dissatisfaction in subordinates and in long run leads to decline in performance.

b) Democratic style: This leadership style is characterized by encouragement for employees to share in the decision-making and problem-solving processes. It is a general management style, where everyone's viewpoint in decision making is considered, team concept in goal setting is utilized. It is based on participation of individual group member's in decision making through free flow of relevant data and information. It provides an openness to discuss and present divergent views. It helps to develop work group by providing and getting necessary feedback.

Advantage of democratic style is that subordinates are actively involved in decision making and it increases the morale of the subordinates. Stronger staff commitment to established goals is established. This style can be used while subordinates are experienced, well-trained, committed to their jobs and are interested in more

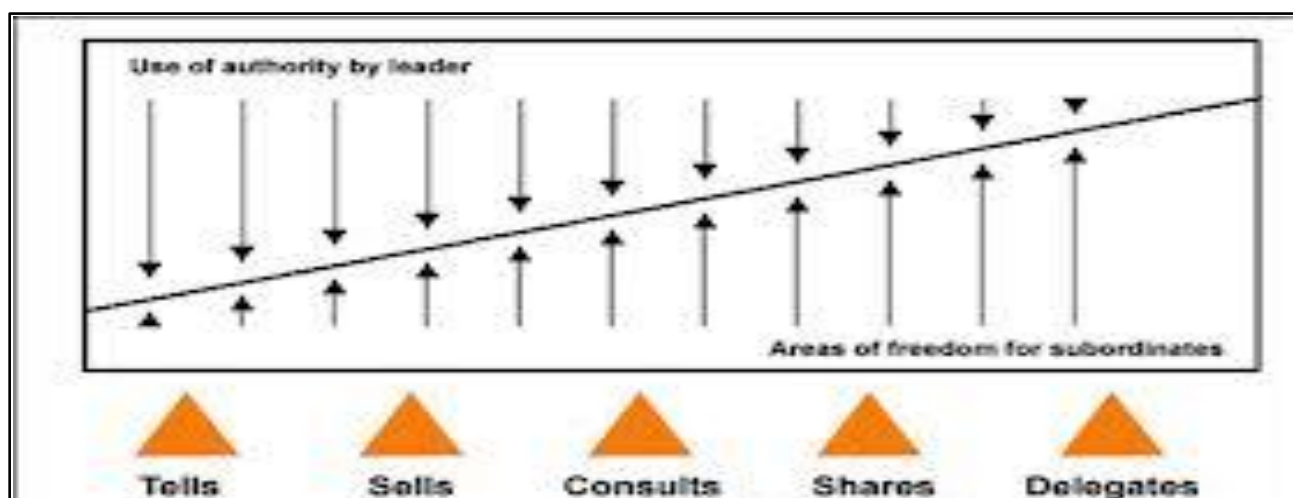
responsibilities. Disadvantage is that it is time consuming; everyone does not like to participate in decision making.

- c) **Laissez faire style:** It is also known as “Free Reign”. In this leadership style, minimal direction and supervision is given to workers. It is an open management style, where management shares information and Team (or individual employee) is completely responsible for the workload. It envisages least interference by the leader. A highly mature group of workers, if has the clarity of objectives, could perform of their own and achieve. This implies the absence of formal leadership or larger delegation of responsibility and authority to the work group members. The leader stays only to coordinate or liaise the efforts of individuals. As authoritarian leadership desires the groups contribution but under laissez faire leadership the group denies the leaders contribution.

Advantages of this style are that it is easy management style and completely empowers the sub ordinates. In case of managing experienced, well-trained, and highly- motivated workers or home-based employees, outside salespersons such leadership works. Disadvantage of this method is that many time poor decisions making may result. Some employees do not perform well without direction and supervision.

Spectrum of Power base leadership Style :

The power based leader style can also well understand by the diagram shown below, which is showing the use of authority by the leader and areas of freedom given to the subordinates. The extreme left is autocratic style, while extreme right is Laissez-Faire



Style.

- i. **Telling style:** Full exertion of the power show –where full leader exerts full authority with nil to minimal freedom for subordinates. It is typical of autocratic style of leadership.
- ii. **Selling style:** Here leaders sells the idea and explain it. However control of leader is seen with large amount of authority with some freedom for subordinates.
- iii. **Consultation Style :** Leader balances between his authority and freedom of the subordinates. Gets suggestions from the subordinates, discuss and decides. Final say is of leader.
- iv. **Sharing Style:** In leader has given up quite a good chunk of his/her authority and subordinates are enjoying larger free space in the matters. Leaders defines broad framework based on the Vision and objectives of organization as well as the available resource; within which subordinates takes the decision.
- v. **Delegating Style:** It is like a Laissez-Faire Style of leadership, where subordinates enjoys full freedom within defined limits. Leader is having nil to minimal authority.

3. Orientation based Leadership styles:

With McGregor's Theory 'X' and Theory 'Y' of management, two predominant styles of leadership are: (1) Task oriented style, (2) People/employee oriented style.

The choice of style is determined by the following factors:

- (a) Organizational setting & people
- (b) Task structure
- (c) Situational variables
- (d) Expectation of leaders, followers, supervisors and peers or associates.

Managerial Grid (by Orientation Base Leadership styles)

Based on above two concerns i.e. (1) product and (2) people; Blake and mouton's study on leadership in management described five leadership style. This can be well understand by creating a grid on two axis, also known as managerial grid. These two concerns with their varying relative strengths can be plotted as X and Y axis of coordinates on a 1 to 9 point scale. The five significant styles of managerial leadership pointed out are:

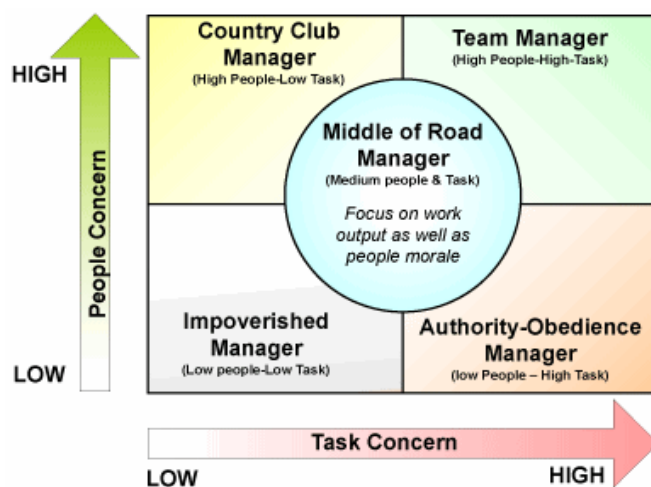
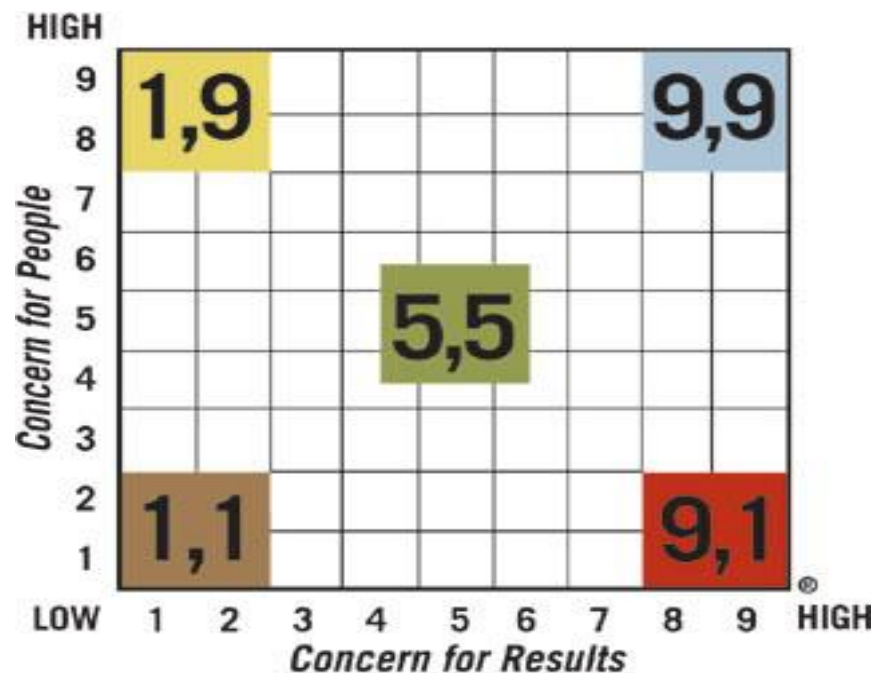
Style(1,1) Impoverished style: Exertion of minimum effort to get required work done is appropriate to sustain organization membership.

Style(9,1) Authority obedience style: Efficiency in operations results from arranging conditions of work in such a way that human elements interfere to a minimum degree.

Style(5,5) Organization-Man Management style: Adequate organization performance is possible through balancing the necessity to get out work with maintaining morale of people at a satisfactory level.

Style(1,9) Country Club management style: Thoughtful attention to needs of people for satisfying relationship leads to a comfortable friendly organization atmosphere and work tempo.

Style(9,9) Team management style: Work accomplishment is from committed people, interdependence through a 'common stake' in organizational purpose leads to relationships of trust and respect.



The grid describes the managers/leaders orientation towards work group members. In context of interdisciplinary team operating as work groups in hospitals, it can be assumed even from the clients or patients perspective as well that leadership should exhibit highest concern for services and its quality as well as coverage(product) and for the people the members of the work groups or task forces. Team management/leadership is the only appropriate leadership style to be

Blake & Mouton's Leadership Grid

pursued majority of units. The casualty unit in hospital would envisage a (9, 1) style of leadership.

4. Situational Approach (Situation Leaders):

The studies suggest that a person who is a leader in one situation may not necessarily be a leader in another situation and there may be wide differences in individuals who may be lead effectively in some situation with a great divergence in their behavior. Leadership characterized by shifts in management style as appropriate for individual employees. The management style applied depends on the needs of each employee or situation. Theory states that leaders must have traits of insight and being flexible to assess the forces in him (his motivators), the role expectations of group members and the situation.

Levels of Development:

Sr.	Development Level*	Characteristics of Team member*	Approach	Methods
D1	"Enthusiastic Beginner"	Low Competence, High Commitment	Directing	High Directive, Low Supportive
D2	"Disillusioned Learner"	Some Competence, Some Commitment	Coaching	High Supportive, Low Directive
D3	"Reluctant Contributor"	High Competence, Variable Commitment	Supporting	High Supportive, Low Directive
D4	"Peak Performer"	High Competence, High Commitment	Delegating	Low Supportive, Low Directive

*Subordinate's Development Level: Competence: Task, Knowledge and Skills, Commitment: Motivation and Confidence

a) Directing:

This leadership approach is adopted in the situation where team member is new in the job and/or having low competence with high commitment. Here leader defines roles of followers, He is using highly directive and low supportive style. In this situation problem solving as well as decision making both is initiated by the leader himself. In such transaction, most of the time one-way communication takes place. In case of urgent or emergency situation also this approach is used.

b) Coaching:

In case of a team member with some competences and some commitment, this style of leadership is adopted. Leader takes highly directive as well as highly supportive role. Two-ways communication is present. Leader hears followers' suggestions, ideas, and opinions, however control over decision making remains with the Leader.



c) Supporting:

In the situation of reluctant contributor, i.e. highly competent but with variable commitment team members this style of leadership is recommended. In such situation, where follower has ability and knowledge to do the task with sagging commitment, leader assumes, highly supportive and low directive role. Focus of control shifts to followers, leader listens actively.

d) Delegating:

There are the team members who are expert or experienced with high competency and high commitment. Leader can take up the delegating role, where he plays low supportive, low directive. Leader discusses problems with team members, seeks joint agreement on problem definitions and decision making is handled by the team members. They "Run Their Own Show"

Merits and demerits of Situational approach:

For successful use of situation approach manager needs to be highly experienced and must be highly skilled in human relations.

Advantages: There is no fixed style. It can be personalized for each employee and different situation. It Improves communication between team members and generates high employee morale ultimately resulting in to effective and efficient results.

Disadvantages: This approach is time consuming and very difficult to manage by all the leaders or a leader for all the times.

TEAM BUILDING

Public Health system is expanded from national to village level involving large number of the personnel. Also at each level working unit(s) consists of varied capacity. Public Health system as a whole and each individual unit has to act in synchronization with each other. Hence it would be crucial to understand; what is a team approach what are the characteristics of a team and the variables that affect functioning of the team.

THE TEAM

A **team** comprises a group of people linked in a common purpose. Teams are especially appropriate for conducting tasks that are high in complexity and have many interdependent subtasks. A team may be defined as: a number of persons associated together in work or activity. The interdisciplinary team as a functioning unit composed of individuals with varied and specialized training who coordinate their activities to provide service to a client or group of clients.

Over the years, since 1920 the team concept has been utilized in Health and medical care. The factors, which influenced the emergence of team concept, and are significant were the concept of whole client, the needs of organization and external mandate. Team work is an interacting partnership of persons from different disciplines/professions working towards a common goal and objectives. Team succeeds when its members have a commitment to common objectives, defined roles and responsibilities, effective decision systems, communication and work procedures, good personal relationships. Group and Team are different. Group is coming together by few people for some purpose they don't share common goal. Important job of leader is to transform the "group" in to "team".

Difference between Group and Team

Group	Team
Strong clearly focused.	Shared leadership roles.
Individual accountability.	Individual and mutual accountability.
The group's purpose is the same as the broader organizational mission.	Specific team purpose that the team delivers.
Individual work products.	Collective work products.
Runs efficient meetings.	Encourages open-ended discussions, active problem solving meetings.
Measures performance indirectly by its influence on others.	Measures its effectiveness direct by collective work products.
Discusses, decides, and delegates.	Discusses, decides, & does real work together.

Basic understanding:

- **Team work:** Concept of people working together as a team.
- **Team player:** A team player is someone who is able to get along with their colleagues and work together in a cohesive group.
- **Team Building:** Process of establishing and developing a greater sense of collaboration and trust between members.

Importance of Team Building:

- To engage a diversity of cultures, working practices and languages
- To share strengths, responsibilities and resources
- To overcome obstacles together

Characteristics of Team

Following characteristics can be identified to describe team.

1. A team consists of two or more individuals.
2. There is an identifiable leader; Leaderless group is not a team.
3. Team function both within and between organizations like Primary Health Centre, 108 referral service.
4. Roles of participants are clearly defined in a team.
5. Team participants collaborate to provide salutation to specific problems. Team is a collaborative endeavor.
6. There are specific protocols of operation. There are norms and procedures to be followed.
7. The team is client-centered. Beneficiary or beneficiary group is the focus of team's effort and cause for its presence.
8. The team is task oriented. E.g. The task in arranging Village Health & Nutrition Day.
9. The team is stable over time.
10. There is face to face open and candid communication. It is immediate and feed back is also there.

Team Building: The steps generally followed in team building are:

1. Selection of team members:

Usually in Health System, the concerned organization designates the members to function in a team. There is no choice for the designated team leader to give opinion on members to be included.

2. Clarity of goals and objectives:

Leader and work group members are quite clear of the task objectives and their roles and responsibilities. Goals related to smooth functioning of the team are to be clearly understood, collaborated to reducing hostility among member. It is vital failure to this lead to the situation where member(s) in the team do not respond positively.

3. Differentiation of individual activities from team activities:

In a health system to provide service effectively, the major team efforts are needed around the different tasks and activities with clear cut roles and responsibilities.

4. Sound Procedures:

The effective team thinks of results first and of methods second but it should realize that sound method of working and decision making lead to attainment of objectives. Good teams discuss the alternatives openly and then follow the line of treatment and procedures faithfully.

5. Creating support and trust:

It can best be created where individual team members have openness in stating their point of view, their differences and do not hesitate in giving and receiving feedback and are willing to seek help and provide help to others in order to improve the service to the client and help him to be discharged in time. Often role boundary competitions inhibit support to be forthcoming. In team effort some degree of role overlap has to be tolerated.

6. Regular Review:

There is an inbuilt system in team's operation to carry out reviews of client progresses in health or his problems get serious with the help of records and reports kept but little is being done to review the performance of the team as a whole. It requires.

(a) Process review- supervisory visits and client views. It can be carried out with the help of video recording or process observer trained for it.

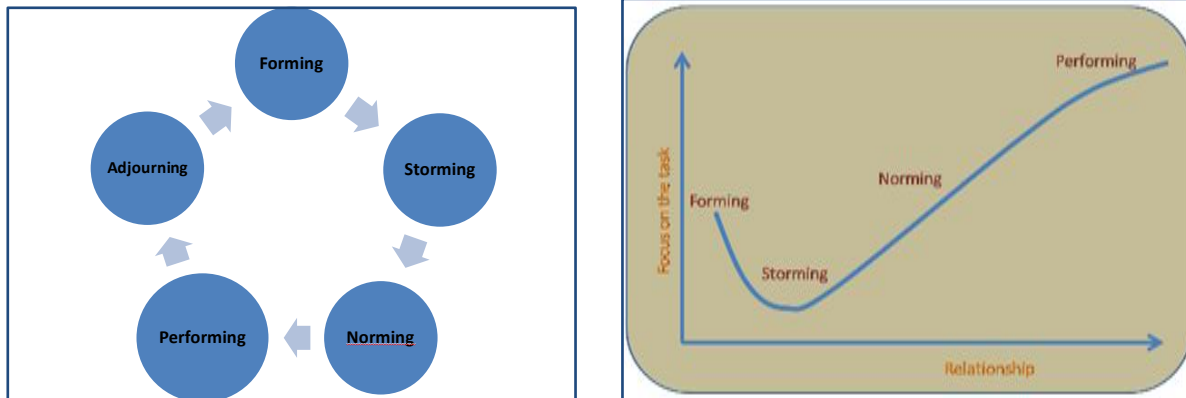
(b) Performance Review: It is generally reviewing the final outcome after the completion of task at the time of discharge of client. Exit interviews also have their place in carrying out such review. Medical audit is also a system to assess Medical Personal's performance. Similarly Nursing audit can help too. It is carried out largely on ward basis.

(c) In our context where there is shortage of personnel and other resource inputs, there is a need to carryout resource audit for inputs provided.

7. Individual Development:

Effective teams need to pay attention to the development of individual competence, skills and abilities to improve the performance standards and inter group relations.

Tuckman's Stages of Team building :



There are five stages of Team formation. It starts with coming together known as Forming and ends with disintegration of team by going away of the team members known as Adjourning if team is formed for fixed period or purpose.

Stage 1: Forming:

Forming stage starts when people come together and interact with each other. When people come together they start to know each other start defining the problem(s), agree on goals and formulate strategies for tackling the tasks, determine the challenges and identify information needed. Individuals take on certain roles, develop trust and communication.

In this stage of team building role of leader is very crucial. He has to encourage and maintain open communication amongst the team members, motivate and inspire team members, help the team in focusing on the task, facilitate problem solving and collaboration, maintain healthy group dynamics, encourage creativity and risk-taking, recognizes and celebrates team member contributions. An above all he has lead by setting a good example

Stage 2: Storming

This is most crucial stage with maximum risk of leading to abortion of efforts for team building. During the Storming stage team members realize that the task is more difficult than they imagined, have fluctuations in attitude about chances of success, may be resistant to the task, have poor collaboration.

Successful managing this stage is most important function of the manager as leader. Stage of storming can be passed through successfully if team members are sensitized about common goals and objectives, clarity about different roles and responsibilities and agreeing upon it. Leader needs to convince the members about importance of task, ensure a good communication mechanism within the team. Leader has to facilitate development of adequate interpersonal skills among the team members.

For smoothly passing of this state leader has to listen carefully to each person's point of view. Leader must state his/her views in clear and non-judgmental language, clarify the core issues, check understanding by restating the core issues. Leader has to separate problem issues from people issues, has to be soft on people, hard on problem. He requires to look for underlying needs, goals of each member rather than specific solutions.

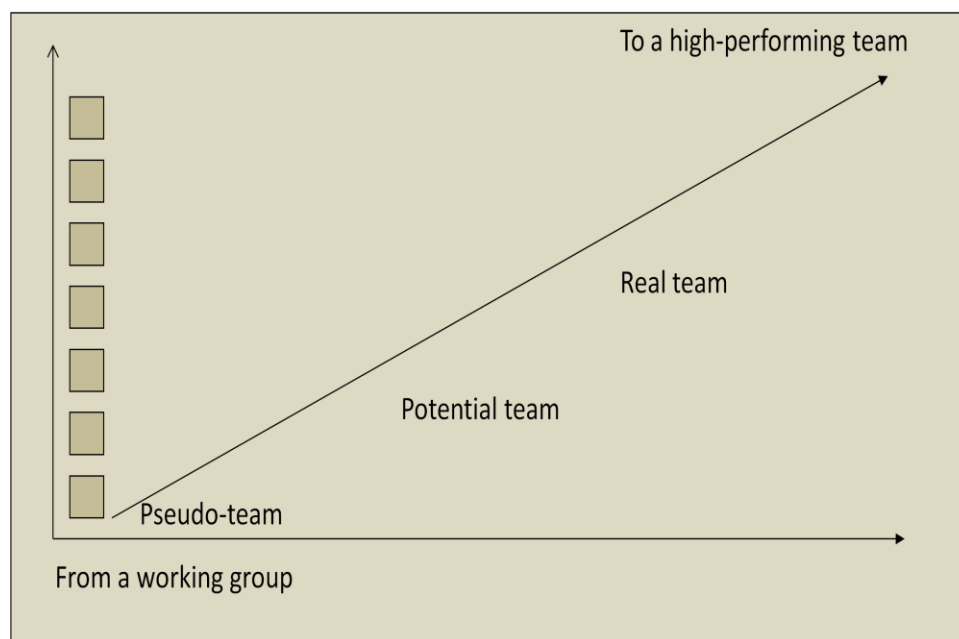
Stage 3: Norming

After so much head and dust in the storming stage, time comes for normal down of all members. During this stage members accept their team, team rules and procedures, their roles in the team, the individuality of fellow members. Team members realize that they are not going to crash-and-burn and start helping each other.

During the norming stage competitive relationships become more cooperative amongst the members. There is a willingness to confront issues and solve problems. Team develops the ability to express criticism constructively and finally there is generation of sense of team spirit. For a effective norming stage a good constructive feedback mechanism should be in place.

Stage 4: Performing

Once all members have settled down and understood the goal as well as each other, now it is the time for performing together. Team members have gained insight into personal and team processes, a better understanding of each other's strengths and weaknesses, gained the ability to prevent or work through group conflict and resolve differences. Because of that high performance could be achieved than what all individuals have achieved separately.



Team Work

