

## **LEADING & INFLUENCING**

### 1. Leadership definition

- Leadership is the ability to influence a group toward the achievement of goals – Stephen P. Robins, Organizational Behavior –

### 2. Leadership vs. Management

- Managers adopt interpersonal attitudes toward goals.
- Leaders adopt a personal and active attitude towards goals.

Abraham Zaleznik, Harvard Business School

- Management copes with complexity, bringing about order
- Leadership copes with change. Leaders develop a vision and establish direction. They then communicate this vision and inspire followers to overcome hurdles.

John Kotter, Harvard Business School

### 3. Leadership theories

- Traits theories
- Behavioral theories
  - Ohio state studies
  - University of Michigan studies
  - The Managerial Grid
  - Scandinavia studies
- Contingency Theories
  - Fieldler Model
  - Hershey and Blanchard's situational model
  - Leader-Member exchange theory
  - Path-goal theory
  - Leader-participation model

- Attribution theory
- Charismatic theory

### 3. Traits Theory

- Personality, social, physical or intellectual traits that differentiated leaders from non-leaders
  - Ambition and energy
  - Desire to lead
  - Honesty and integrity
  - Self-confidence
  - Intelligence and
  - Job-related knowledge
  - ...Born Leaders → Margaret Thatcher – charismatic, enthusiastic, courage.

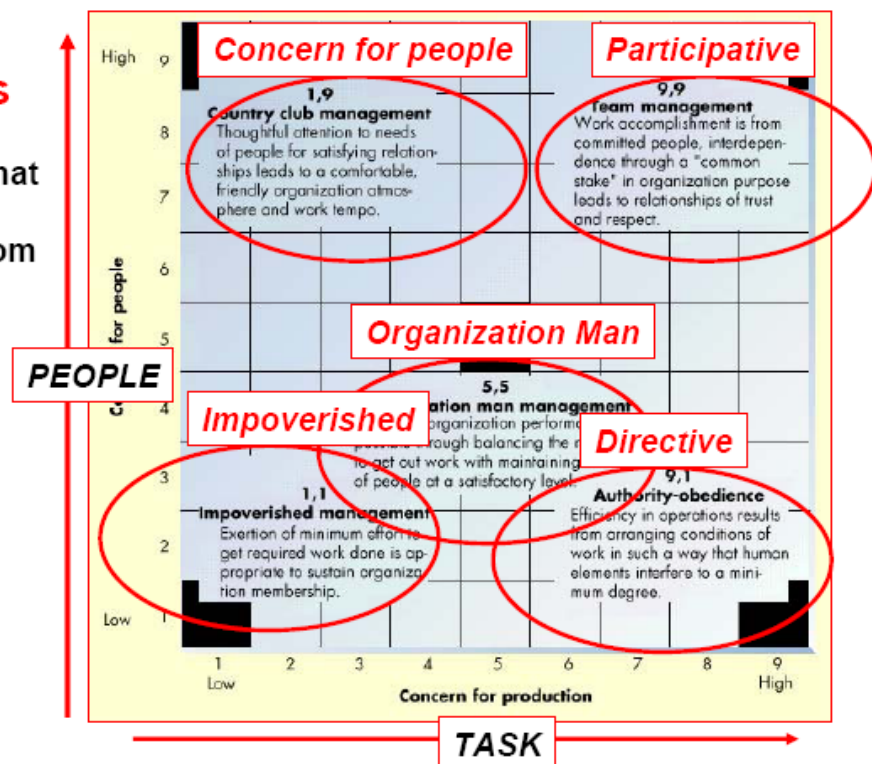
### 4. Behavioral Theories

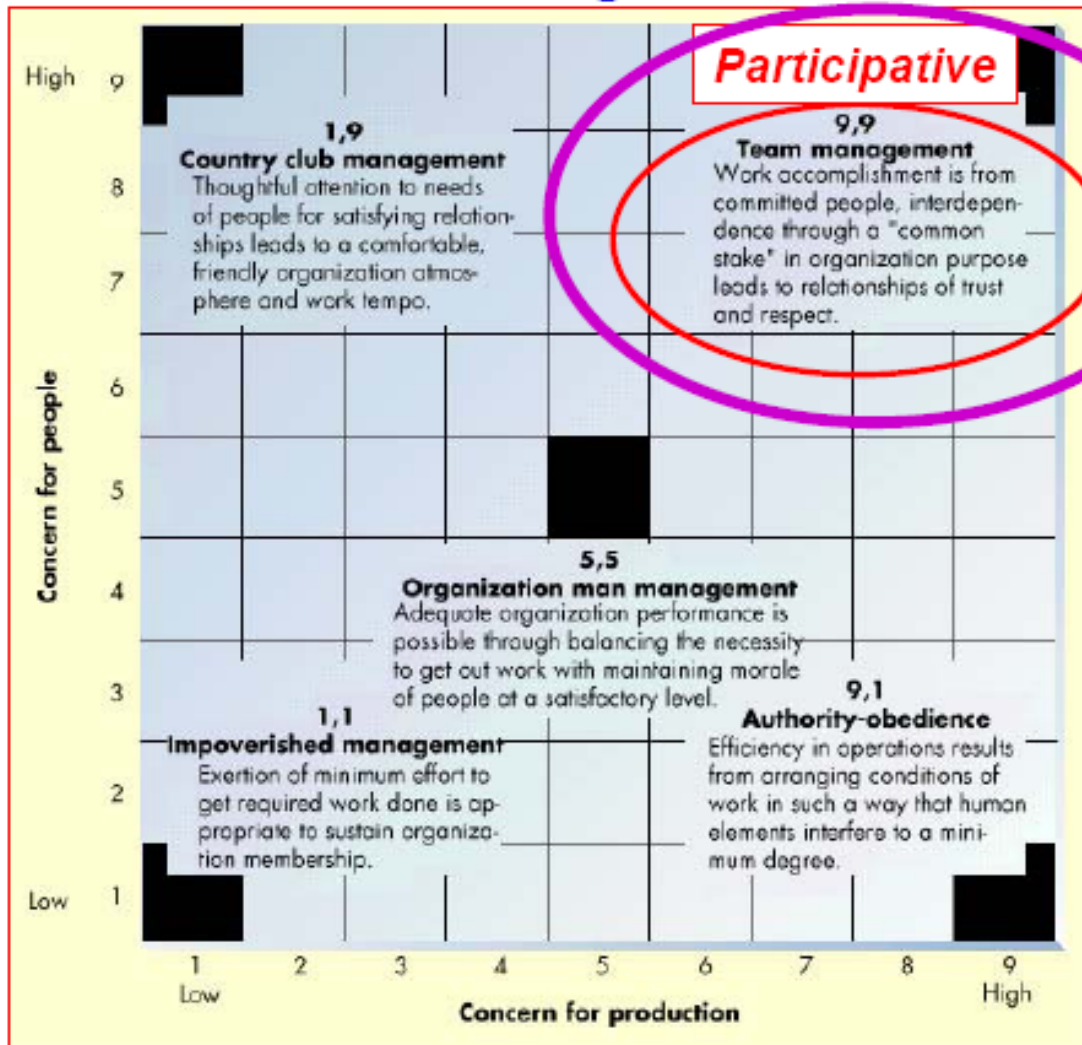
# Leadership Theories

## Blake & Mouton's Managerial Grid

### • Behavioral Theories

- Theories proposing that specific behaviors differentiate leaders from non-leaders
- Concern for task
- Concern for people
- Directive
- Participative





- Theories proposing that specific behaviors differentiated leaders from non-leaders
  - Ohio state studies
  - University of Michigan studies
  - The Managerial Grid
  - Scandinavian studies
  - ... Leaders can be trained → Florence Nightingale
- Leadership style related to situation
  - In time of crisis
  - In times of peace

Leadership Style  
Related to Situation

*'quiet, unassuming amateur poet'*

**Leadership Styles**

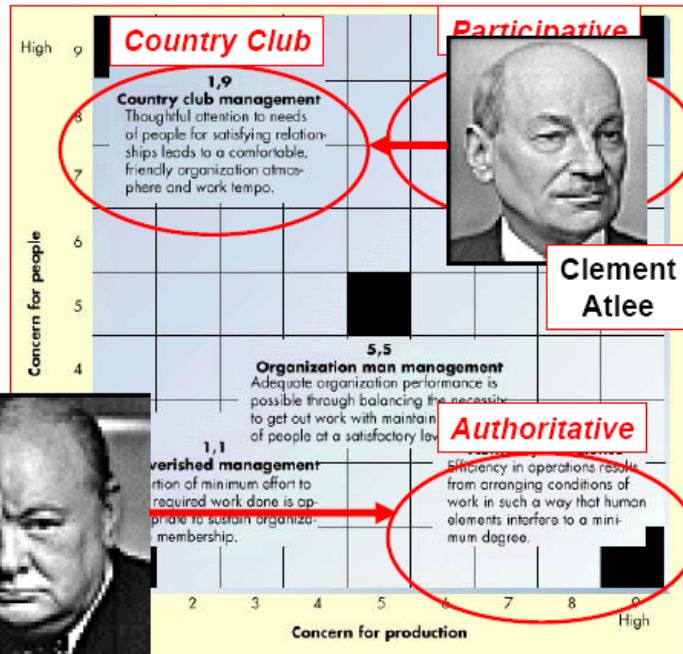
- *in times of crisis*
- *in times of peace*

Post WW2 Britain



Winston Churchill

*'great character, great leader'*



5. Contingency theories

- Fiedler Model
- Hershey and Blanchard's situational model
- Leader-Member exchange theory
- Path-goal theory
- Leader-participation model

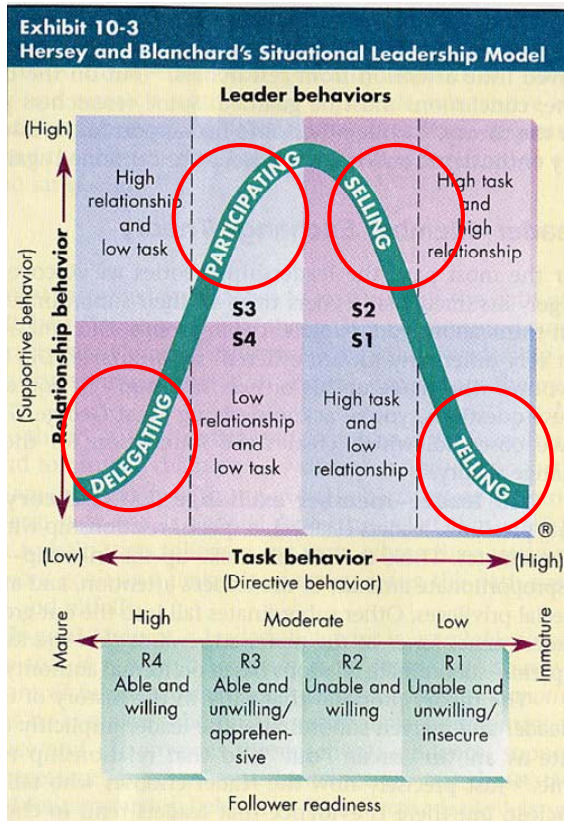
Leadership style related to follower

**Contingency Theories**

**Hershey & Blanchard's situational theory**

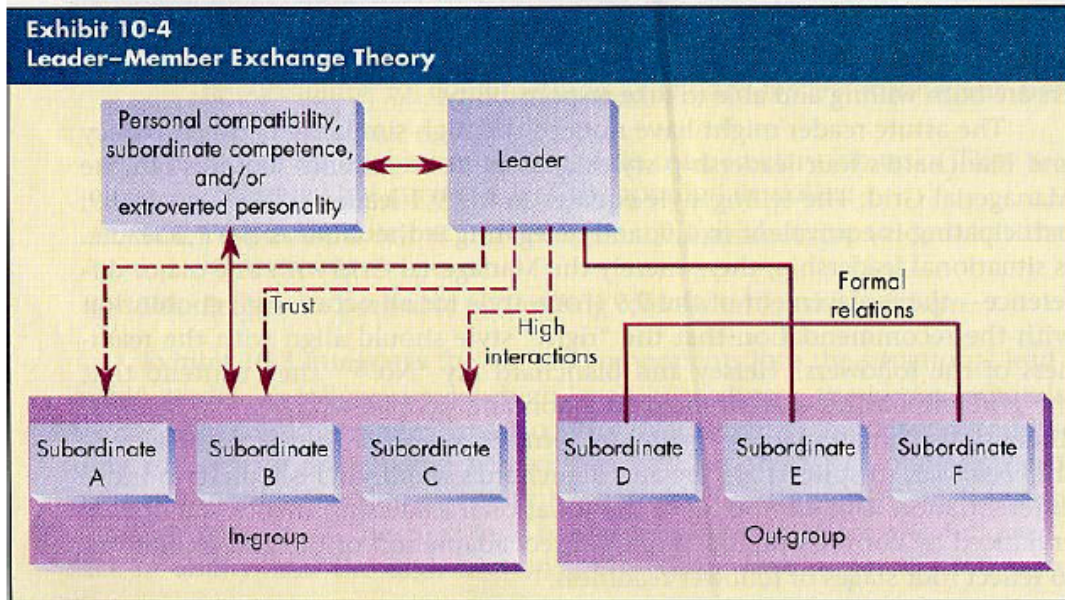
**ISO Implementation in General Hospital**

• <b>Able and Willing</b>	- <b>Core Team</b>	- <b>delegating</b>
• <b>Able and unwilling</b>	- <b>Specialists</b>	- <b>participating</b>
• <b>Unable and willing</b>	- <b>Sokongan 1</b>	- <b>selling</b>
• <b>Unable and unwilling</b>	- <b>Sokongan 2</b>	- <b>telling</b>



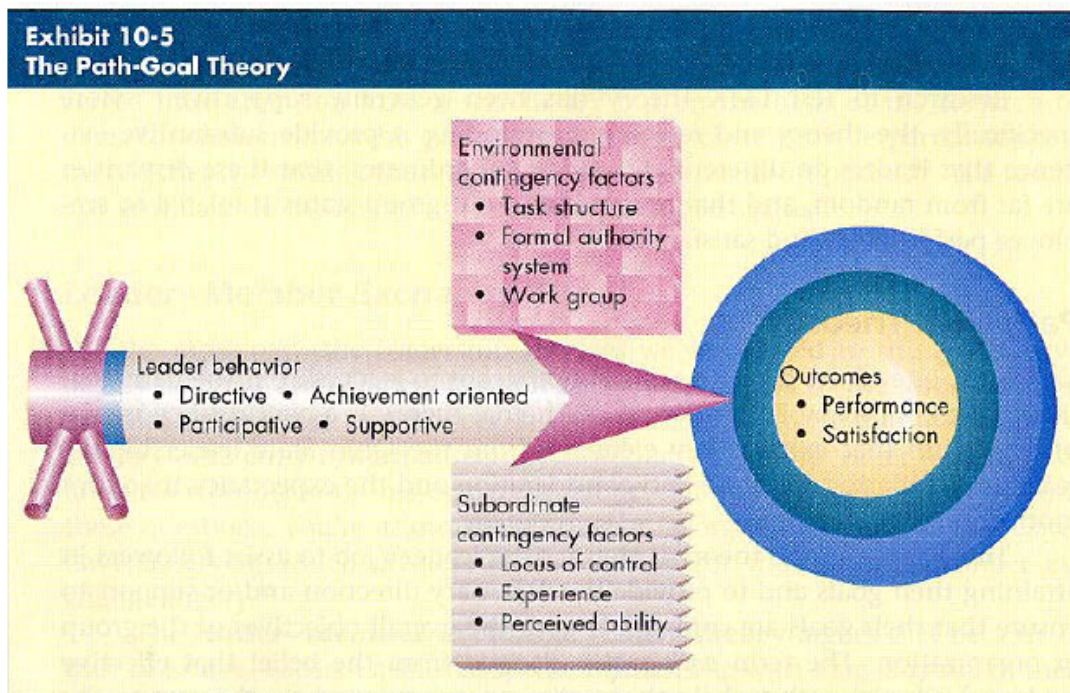
•Contingency Theories

•Leader-Member Exchange Theory



•Contingency Theories

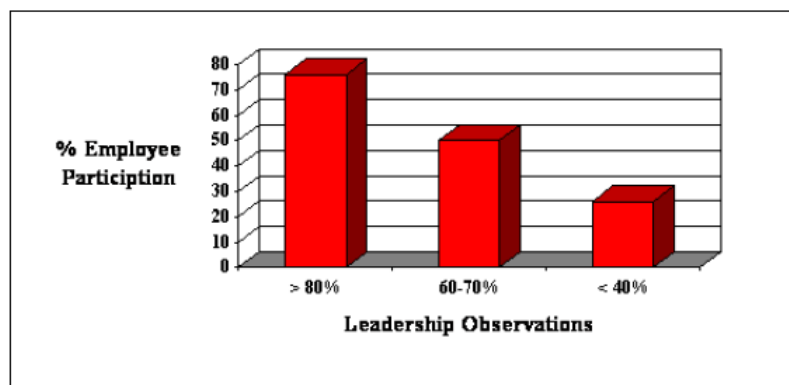
•Path-Goal Theory



## 6. Critical Factors for Effective Leadership

- Direction setting
  - Vision
    - A dream for a better organization
      - “I prefer to be a dreamer among the humblest, with vision to be realized, than lord among those without dreams and desires.” – Kahlil Gibran –
      - Martin Luther King, “I have a dream...”
    - Visualize in clear term
      - “Make sure you visualize what you really want, not what someone else wants for you.” – Jerry Gillies –
    - Loves for the cause
      - Nelson Mandela, “If one is to become a leader, one will have to be in love with ‘the cause’.”
    - Clear and focused regarding goals
    - Have a plan
      - “A good idea is worth a dollar. The plan for implementing is worth a million dollars.”
      - Clear instruction to the staff
      - Speak often about this plan at various forums
      - Hallway chats
    - Be involved directly in the implementation

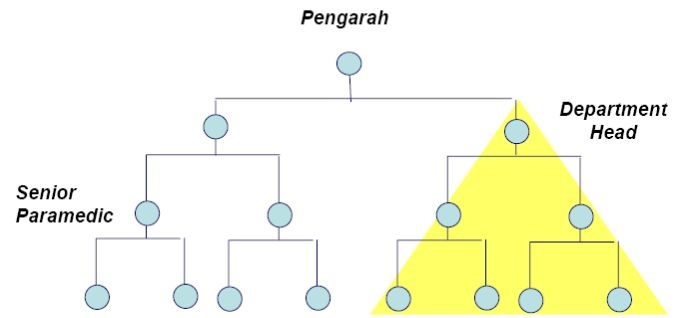
### Be involved directly in the implementation



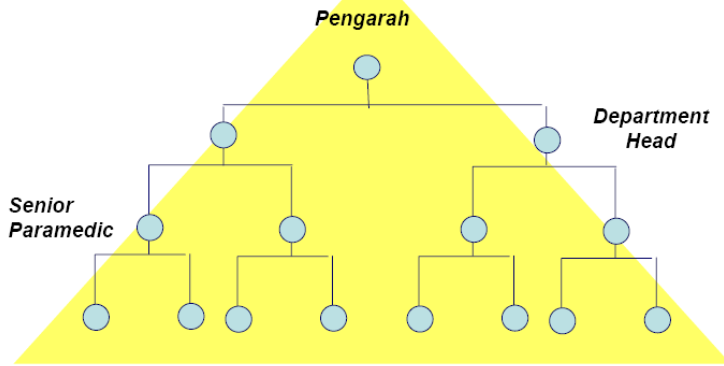
*“ if the boss doesn't think this is important, why should I?”*

- Authority
  - Sphere of influence

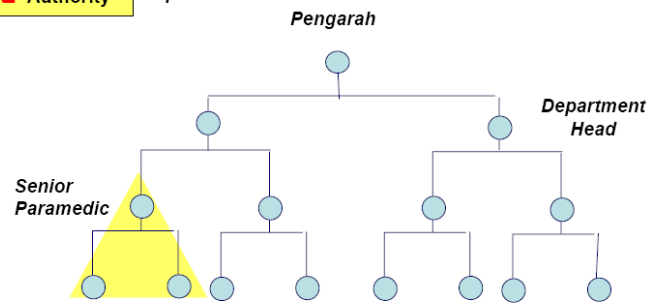
□ Authority - sphere of influence



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□ Authority - sphere of influence

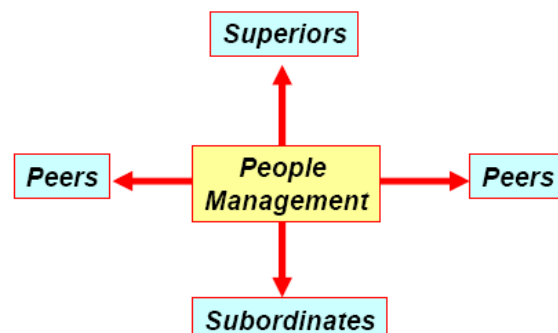


Franklin D. Roosevelt

*It is a terrible thing to look over your shoulder when you are trying to lead – and find no one there*

- Integrity
  - Demanding respect vs. commanding respect
- Humility
  - Ability to take criticism
    - “He that is down needs fear no fall, He that is low, no pride.” – Pilgrim’s Progress –
    - “You don’t lead by hitting people over the head, that’s assault, not leaderships.” – Dwight D. Eisenhower –
- Communication skills
  - Give staff vivid pictures of the objectives
    - “Make sure the blacks do not have to sit in the back of the bus.” – Martin Luther King, Civil Rights Movement –
  - Communicate goals in very simple and clear terms

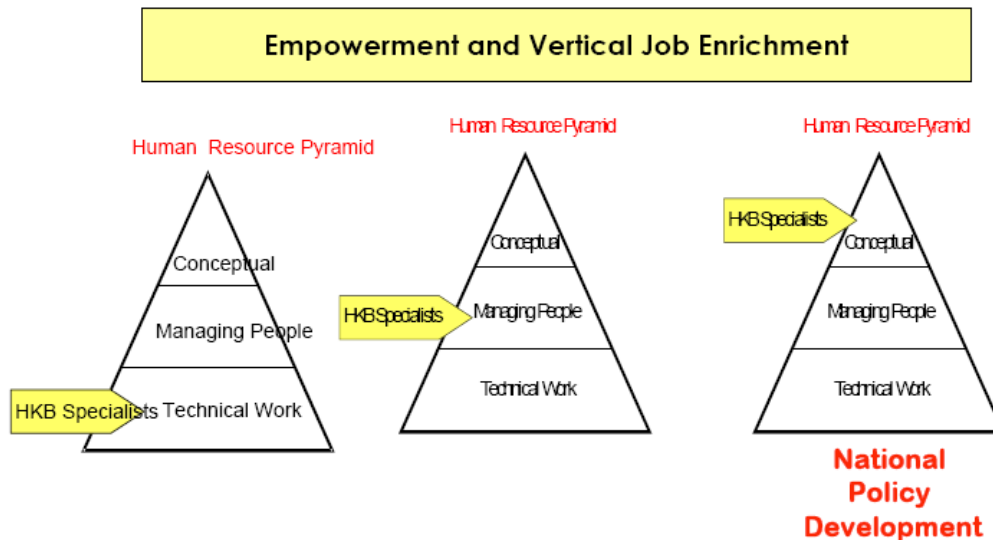
- ‘Maternal Mortality for HKB in 2002 was 9. We must improve this indicators
- Better way “In 2002, there was 36 children who lost their mothers through childbirth in Hospital Kota Bharu. We Shall Stop This!!!”
- Marketing skills
  - Selling quality to different groups
    - Doctors and Specialist
    - Paramedic staff
    - Support groups
- Task competence
  - Knowledge of core business
  - Knowledge of related quality activity
    - “You cannot support what you do not understand.”
- Diligence
  - “There are no office hours for leader.” – Cardinal J. Gibbons –
- Risk taking
  - Be willing to look foolish
    - Be less concerned with thought such as ‘what will the neighbours think?’
    - “I’m going to build a billion-dollar empire based on a mouse, a fairy and seven dwarfs. Will you help me?” – Walt Disney –
  - The will to get the job done – every problem, a challenge.
    - “When you see a problem coming down the road, holler ‘Hello Problem!’ where have you been? I’ve been training for you all my life!” – Dr. Norman Vincent Peale –
- People management skills
  - Emotional Intelligence (EQ)



- Request noble things
  - Taxes vs. Donation → Donations fund more than taxes fund
- Clearly define work related benefits

□ Clearly define work related benefits

- *Specialist Participation in Quality Activities in HKB*



- Systemic leadership: at different level
- Train them, empower them
- Trust them, defend them
- Recognize them
  - Recognition
    - Acknowledge in private and public
    - Self-actualization
    - Feel good situation
    - Celebrate every little success
    - Play down failures
- Train replacement
  - “The ultimate leader is one who is willing to develop people to the point that they eventually surpass him or her in knowledge and ability.” – Fred A. Manske, Jr –