

A Report on Online Course
“Strategic Leadership in Healthcare Management”

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1. Course Details

This report is about the course- “**Strategic Leadership in Healthcare Management**”. This course is offered by the **Doane University** through **edx** platform. The duration of this course is **37 hours**. Nowadays, Transactional Theory of Leadership used mostly. Newer to the scene of leadership theory are **Adaptive Leadership**, **Disruptive Leadership** and **Inclusive Leadership**. These theories of leadership are still in the early stages of being researched. Healthcare is complex sector of our society. It intersects with human existence from birth until death. Healthcare is connected to access to food, clean water, and education. Without clean water, good nutrition, people can't sustain their lives. Without education about either of these, humanity is challenged to be effective in the present and the future. And the challenge is, healthcare has its own language and its own culture. And like all cultures, it is created by people, and constantly changing. So, the role of a Good Leader is very important in Effective Management of Healthcare System.

The meaning of leadership and management is different for different people. Some thought both are similar terms while, some believe there are many differences between them. Managers maintain a smoothly functioning of an organization, while leaders test the current positions and encourage new functions. In today's fast growing era workplace requires eligible Leaders as well as Managers to become successful in this competitive world.

In this online course the importance of Strategic Leadership and Management has been described meticulously. Strategic leadership is a management style that involves in making long-term goals for the company or team of employees and implementing strategies to meet them. It deviates from more traditional leadership and management education, which tends to focus on managing workers and directing work rather than on long-term strategy.

Platform - edx

Course code - DoaneX: HCA-609x

2. Introduction

The course introduces the concept of Strategic Leadership in Management which is one of important aspect of Organization in Present era. It covers how a Manager with Leadership qualities can lead an organization in a better way. “Strategic Leadership refers to a manager's potential to express a strategic vision for the organization and to motivate and persuade others to acquire that vision.” The main objective of strategic leadership is to achieve strategic productivity. This program will equip managers to effectively manage their work and relationships to be more productive in contemporary organizations.

In 1983, the authors Kouzes and Posner began to study thousands of “Exemplary Leaders”. This resulted in the development of the 5 Practices of Exemplary Leadership and the Leadership Practices Inventory. 5 exemplary practices are- Model the way, Inspire shared vision, Challenge the process, Enable others to act and Encourage the heart.

2.1 Rationale

I opted this course to learn about the role of manager in an organization. This course is excellent to learn how the good combination of leader and manager can paved a way for the growth of healthcare industry. A course in strategic leadership is for individuals who already occupy a leadership role in an organization, as well as those who are looking to be promoted to management. These types of courses are great for staying competitive. It helps me to acknowledge the speed of change in many areas of our cultural and organizational life. Add to the mix the different perspectives, values, and behavior patterns of emerging generations and it's clear that we need flexibility of mindset and action as well as emotional intelligence.

2.2 Course Objective

The main objective of taking a course in strategic leadership is the opportunity to gain new insight into business management. Incorporating some of the things I learned during the course into day-to-day leadership style allows us to make more ambitious goals for our company and provide a clearer vision to employees. We can also keep our competitive edge in business while working full time. This course aims to prepare a Strong Leader who could manage his/her organization successfully and take his/her organization to a new heights of achievements in this highly competitive world. To a great extent, leadership theories have helped to shape the kind of governance that exists today. Many aspects of these theories can be applied to help one to improve his or her leadership skills. Different approaches discussed in this course help us to understand traits and behaviors of successful leadership.

2.3 Methodology

This report is about an Online Course. Online course is an internet based education.

Methodology used-Computer mediated Online Learning. Reading material and Video lecture is used as learning methodology. This is a Quantitative study.

Data collection- In this report, data is collected from the various sources (Articles, Book) suggested in the course to review as well as from the material provided in the course. Video-clips of lectures are also used to deliver some content of course.

3. Key Learnings

3.1 What is Leadership?

According to Stogdill, there are almost as many definition of leadership as there are persons who attempted to define the concept. While Peter Drucker summed it "The only definition of a leader is someone who has followers. To gain followers requires influence but doesn't exclude the lack of integrity in achieving this." Leadership is defined in the following ways-

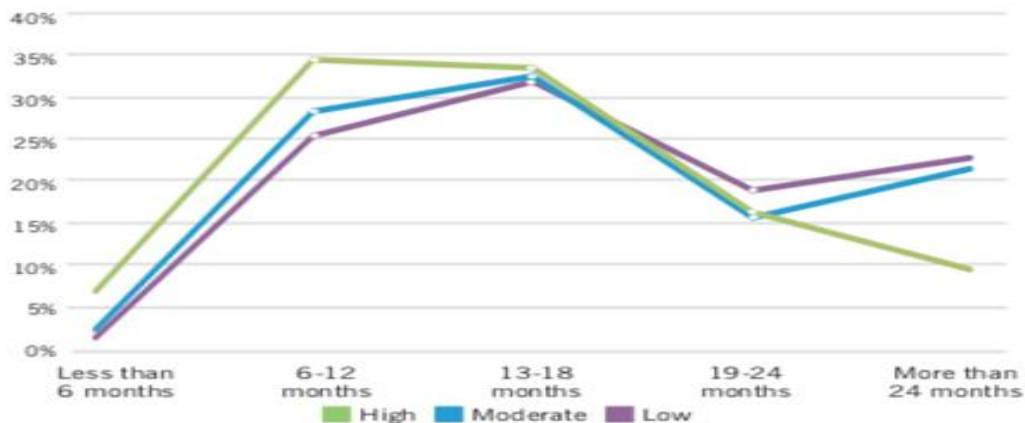
Kotter, 1988 termed as: "the process of moving a group (or groups) in some direction through mostly non-coercive means."

Bennis in 1989 affirmed that 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.”

Kellerman visualizes “leadership as an equilateral triangle in which the three sides are the leader, the followers, and the context”.

To better understand leadership, here is a graph describing time taken by leader to become proficient leaders.



Time to proficiency to new leaders

3.2 Historical perspective of Leadership theories

With the changes in the world our understanding of leadership is also from a Great Man theory of 19th century, to new research on various leadership behaviors. Gene Early, a leader Quest partner, has explored the history of leadership theory and what it teaches us about current trends. Theory of leadership is summarized below-

- I. Great Man Theory (1840 onwards) - The focus here is on leader as hero, as described by Thomas Carlyle in 1840. Later, Herbert Spencer expressed a contrasting view that heroic leaders are the product of their time and its prevailing social conditions. The shift today is toward system leader's individuals who have the expertise to contribute and who recognize that “wicked problems” can only be solved through collaboration.
- II. Trait Theory (1910-1948) – It focus on the Traits or Qualities associate with leadership. The paradigm shifted with the realization that the identified traits lacked consistency and no relationship was established between the traits and leadership. The turning point was Stogdill's (1948) survey, in which he concluded, “A person does not become a leader by virtue of the possession of some combination of traits.” As a result, leadership research shifted away from traits towards behaviors – the external expression of leadership.
- III. Behavioral Theory (1950-1970) - As attention moved to behavioral expressions of leadership, the nature vs. nurture question came to the force. Are you born or can you learn to be a leader? With this new emphasis, and under the right conditions, leaders were seen to emerge as a product of their environment, as well as their nature. Two primary considerations are identified by two studies (Katz, Maccoby, Gurin and Floor in 1951, and Stogdill and Coons in 1957): Task-oriented vs. Relationship-oriented leadership.
- IV. Contingency Theory (1967-1990) - Contingency theories took account of the people involved, tasks required, situation experienced, nature of the organization, and other

environmental factors. This research acknowledged that no single style of leadership was universally appropriate. Fiedler, recognized as one of the trailblazers in this area, identified 3 managerial components: **leader-member relations**, **task structure**, and **position power**.

- V. Leader-Follower Theory (1990 onwards) - Robert Greenleaf's work on Servant Leadership, which emphasized the choice of certain leaders to "serve" their followers, empowering them to live and work to their full potential. Here, high quality relations are characterized by trust and respect between leader and follower, while those of lower quality coincide with transactional and contractual obligations. High quality relations are empirically shown to produce better leader outcomes.
- VI. Transformational Leadership Theory (1985-2010) - James McGregor Burns' classic work, Leadership (1978), introduced the concept of transforming rather than transactional leadership. While both are needed, he focused on "a relationship of mutual stimulation and elevation that converts followers into leaders and may convert leaders into moral agents." This mutuality deepens the work of leader-follower theories, and adds a moral dimension. Detailed structure of transformational leadership include- **Idealized behaviors** (walking the talk), **Inspirational motivation** (offering a compelling vision), **Intellectual stimulation** (approaching problems from multiple angles) and **Idealized attributes** (showing strong character in working for the good of the whole).

3.2.1 Mostly used theories –

Perhaps the two theories of leadership that have been used most in the last decades in educating leaders' are- Servant Leadership and Transformational Leadership.

Greenleaf, known as the father of **Servant Leadership** (1970) inferred- "Great leaders are servants: The servant-leader is servant first. It begins with the natural feeling that one wants to serve, to be serve first. Then conscious brings one to aspire to lead." They are Empathetic, and listen the needs of people at a level that they help bring about healing in organizations. Their commitment to the growth of the people and their foresight and stewardship of their power is about creating communities that enable others to succeed.

The **Transformational theory** of Leadership also known as **Relationship theory** is most popular style adopted in most of the Business situation. According to this theory a leader works with teams to identify needed change, creating a vision to guide the change through inspiration, and executing the changes with committed members of a group. It serves to enhance the morale, motivation and job performance through variety of mechanisms of followers. Being a role model for followers to inspire them and to raise their interest in the project, challenging followers to take ownership of their project and understanding their strengths and weaknesses, which in turn allows the leader to align followers with tasks that nourishes their performance. It gives autonomy to workers over specific works as well as authority to make decision once they have been trained.

3.3 New Directions in Leadership Theory

2010 onwards- Contextual school of leadership (include- hierarchical levels of leadership, gender, race), Ethics and moral development (influence of ethics and morals on the behaviors of leaders), Biology and neuroscience (behavioral genetics of leadership emergence).

2015 onwards (System Leadership Theory) - System leadership recognizes that collaboration is essential to solve wicked problems. Ego need to be sacrificed for common good. The

consideration of multiple points of view is essential. Individual and collective development leads to system development. In 2014, Frederic Laloux's reinventing Organizations: A Guide to Creating Organizations Inspired by the Next Stage of Human Consciousness gave us fresh insight into the changing requirements for leadership in organizations. Newer to the scene of leadership theory are discussed below and they are still in the early stages of being research.

1. **Adaptive Leadership:** "Problems that we cannot solve through the knowledge of experts or technical authorities are complex. These problems require leadership. They are adaptive challenges where the solution lies within people themselves. Technical problems lie in the head. Adaptive challenges lie in the stomach and the heart. To solve them, we must change people's values, beliefs, habits, ways of working, or ways of life. That requires Adaptive Leadership." – Heifetz and Linsky, 2004
2. **Disruptive Leadership:** "A consensus on a formal definition of the term "Disruptive Leadership" does not exist; however, common characteristics stand out in literature and discussion of the phenomenon. Primarily, disruptive leadership recognizes and replaces an unsatisfactory status quo with an alternative that better serves stakeholders." Ryan, 2016
3. **Inclusive Leadership:** "Individuals who have the internal capacity to bring diverse talent together in such a way that they enable them to bridge differences between them, and empower them to innovate". Fagan, 2016

3.4 Psychological Capital

Under the umbrella of Positive Organizational Behavior (POB), study and application of positively oriented human resource strengths and psychological capacities, Luthans developed the concept of Psychological Capital (PsyCap) as a source of competitive advantage. With this idea, many studies have confirmed that high levels of PsyCap are positively related to employee performance and job satisfaction. Psychological Capital is termed as "an individual's positive psychological state of development" (Fred Luthans, et al., 2007) which is characterized by having high levels of HERO; the four elements of Hope, (Self-) Efficacy, Resilience, and Optimism. PsyCap aims to inspire its use in leadership and coaching. The concept of PsyCap is strongly linked to increased wellbeing, work, and life satisfaction. Developing even one the four areas of hope, efficacy, resilience, and optimism in employees and coaches has a positive effect on the other elements. If we are more hopeful, efficacious, resilient and optimistic, we are more likely to "weather the storm" in a dynamic or a challenging organizational environment. Hence, the concept of PsyCap is equally important for both leaders and coaches.

- Leadership as coaching - The International Coaching Federation defines coaching as: a partnering with the clients in a thought provoking and creative process that inspires them to maximize their personal and professional potential. Multiple research have indicated that coaching should be part of leaders' toolkit and effective leaders don't utilize command and control as much as they utilize Trust and Empower. Learning the skills of coaching has shown to transfer workplace relationships.

3.5 Managers V/s Leaders

Leadership and management possess a unique set of abilities or functions. Leaders and managers share some similarities because they both influence others by using specific powers to achieve certain goals, there are also some prominent differences.

3.5.1 Management -

Katz defined the management as exercising direction of a group or organization through executive, administrative, and supervisory positions. Kappa (1991) states that the objective of a good management is to provide services to the community in sustainable and efficient manner. Kotter (2001) defined the management as a job which takes care of planning, organizing, budgeting, coordinating and monitoring activities for group or organization. An effective manager requires specific qualities like: good communication; organizational negotiation and delegation skills.

3.5.2 Leadership –

Leadership is a complex and multidimensional phenomenon (DePree, 1989). It has been defined as a behavior; a style; a skill; a process; a responsibility; an experience; a function of management; a position of authority; an influencing relationship; a characteristic; and an ability (Northouse, 2007). Kotter (1990) mentioned that “Leadership is the capacity for collective action to vitalize”. Although there are many leadership definitions, the majority of definitions focused on two components which are: The process of influencing a group of individuals to achieve a common goal; and to form a vision.

3.5.3 Comparison between Managers and Leaders –

Leadership and management overlap each other, but they are not alike. They had some different characteristics also. **Katz**, stated that leadership is a multi-directional, influence relation, while management is a unidirectional authority relationship. **Kotter, 1990** stated that “Leadership is different from management, but not for the reason most people think. Leadership has nothing to do with having charisma or other exotic personality traits. Nor is leadership necessarily better than management or a replacement for it: rather, leadership and management are two distinctive and complementary activities. Both are necessary for success in an increasingly complex and volatile business environment.” It focus on the major purposes- Vision and Mission of organization. While Management helps in internal and external environment strategic analysis. Focuses on the developing policies and plans to justify mission of the organization.

3.6 Challenges to leadership

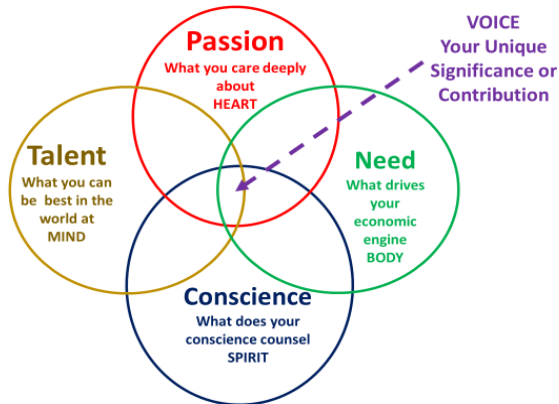
Being a leader is a challenge in itself. Leadership constantly brings new challenges to a leader and test their abilities. These challenges are incitation to test oneself and improve in their ways of working and to show that one can accomplish something that may seem difficult or even impossible earlier. It's true organization need good manager but, it also needs a leader. It is important for the two areas to overlap to the largest possible extent. Modern approaches emphasize of evolution of these relationships to those areas, where the legitimacy of the leadership's concern is proved by the promotion and development of other leaders. The challenges of leadership are of three types:

- External challenge- Arises from people and situations
- Internal challenge- Stemming within the leader itself
- Leadership Nature challenge- Arises from the nature of role of the leadership

Leadership poses a host of challenges. They often arise in the periods of instability or change, or when period of work is at beginning or ending, or when an organization is in its transition phase. Some are concrete and limited, dealing with a particular situation, but many are more abstract and ongoing such as keeping your group focused on its vision over the long term. But if the leader is proactive, creative, follow 360-degree feedback measure. It can help us to come out from the three challenges of leadership gracefully.

3.7 Leadership from the Inside-out

One of the greatest paradoxes of life is that we always strive for success, then ultimately discover that the greatest joy in life is to give ourselves to others. Applied to leadership this great irony is that those who lead best do so when they serve others and “choose service over self-interest. We struggle to understand our own identity and to discover life’s highest purpose.



When an individual is able to identify that overlap between the 4 key intelligences, she then has a clearer understanding of his or her ability to make a significant contribution to the world and to the lives of others.

Voice or unique significance

The challenge to leaders is to begin from the inside-out. It is a challenge to come to know oneself, control oneself, and give oneself. One’s identity, self-image, and self-knowledge enable a person to communicate with others more effectively and to serve others fully. As leaders and those who seek to serve others examine their own lives and make the commitment to improve. “Service is the rent we pay for living in this world of ours, and great leaders are great servants.” They understand who they are. They strive to find their own voice and then help others to find their voices as well.

4. Conclusion

Strategic leadership and management teaches about a new path to the followers or the employees of organization. On the other hand, management is about controlling and directing according to established principles. From this course I infer that if I want to be a good leader for my organization, I have to use all theories, models and style of leadership but, at right way, right time. We know, recently Business environment is dynamic so, I need to be change with it to compete with the external competitors in the market. To be a good leader I don’t need to communicate with the people but, I need to connect with them to understand them well. Every organization needs a manager as well as leaders and their role should be viewed as complementary to each other. In today’s revolutionary workplace, leaders are needed to cope with new challenges and transform organizations in order to achieve a competitive advantage in the marketplace. While, managers are needed to maintain a smoothly functioning workplace, and leaders are needed to utilize resources effectively. That’s why both managers and leaders are important for a well-balanced and successful organization.

5. References

- Study materials provided in the course also articles and book recommended.
- www.researchgate.net/publication/319230062 Challenges of leadership in modern organizations knowledge vision values
- https://leadersquest.org/content/documents/A_short_history_of_leadership_theories.pdf
- www.researchgate.net/publication/287745301 Are Leadership and Management Different A Review
- <https://ctb.ku.edu/en/table-of-contents/leadership/leadership-ideas/leadership-challenges/main>
- positivepsychology.com/psychological-capital-Psycap/
- Article used for review- <https://trainingmag.com/trgmag-article/2018-leadership-development-survey-are-your-next-gen-leaders-track/>
- <https://static1.squarespace.com/static/5df3bc9a62ff3e45ae9d2b06/t/5e319f1a9b1df61a2f1ae04c/1580310307179/Leadership+from+the+Inside+Out.Cashman.EBS.pdf>
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