



Quality leadership and structure

Chapter 2

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Chapter outlines:

1. Importance of leadership in organization
2. Strategic leadership
3. Type of organizations
4. Leadership styles
5. Strategic plan
6. Leadership in quality
7. Roles of organizational quality leaders
8. Change management
9. communication





The importance of leadership in an organization

- Leaders should be **actively involved in health** care must be actively and directly **involved** in catalyzing (STIMULATES) change needed to achieve the **IHI Triple Aim**:

- 1- Improving the **health of the population**
- 2- enhancing the experience and **outcomes for patients**
- 3- reducing the **cost of care**

The Triple Aim: Improving Healthcare Outcomes

Everyone in healthcare is probably familiar with the Institute for Healthcare Improvement's Triple Aim:



Triple Aim

- Improving the individual experience of care
- Improving the health of populations
- Reducing the per capita cost of care for populations

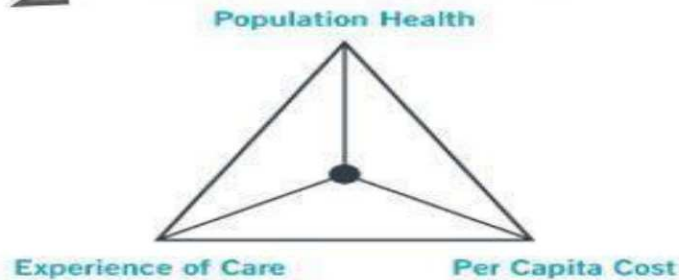


Design of a Triple Aim Enterprise

Define "Quality" from the perspective of an individual member of a defined population



The IHI Triple Aim



System thinking

1. **System:** Regularly *interacting or interdependent* group of items forming a unified whole

• Systems thinking perspective places focus on

1. Interrelationships and benefits

2. Working conditions

3. Complexity of work

▪ **Benefits :**

1. Identifying and understanding big picture

2. Identifying major components

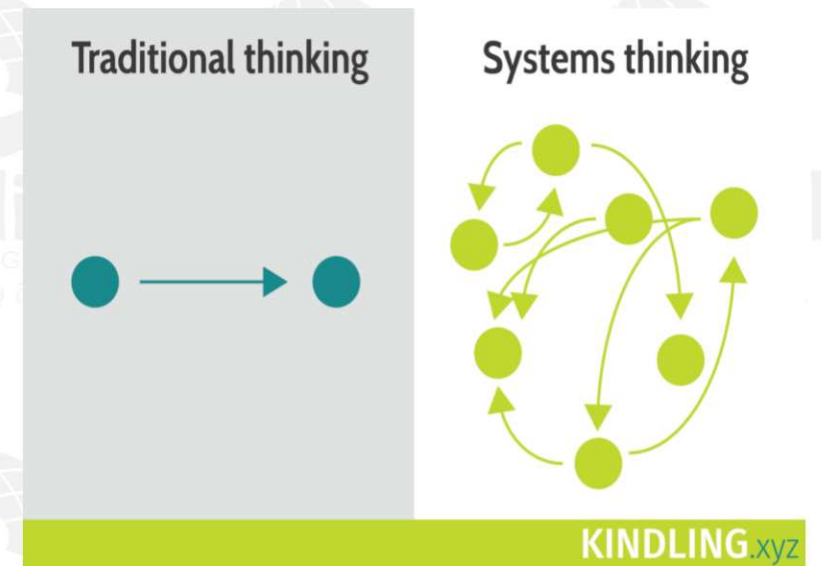
3. Identifying important relationships and providing proper perspective

4. Avoiding excessive attention to a single part

5. Allowing for broad scope solutions

6. Fostering integration

7. Providing basis for redesign

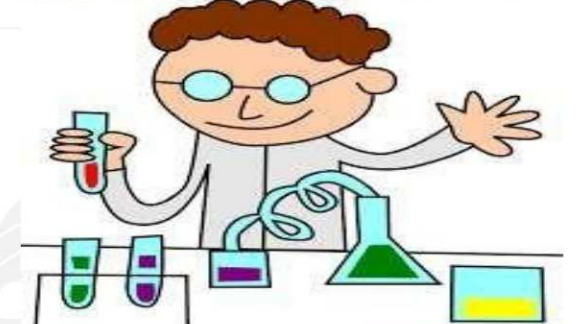
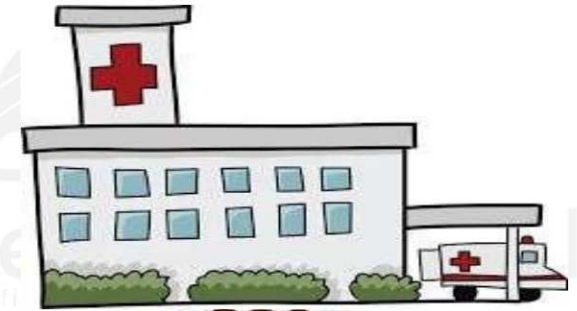




SYSTEMS THINKING IN HEALTHCARE

Health systems are considered "**macrosystem**". Each clinical unit and support unit is a "**microsystem**."

Systems are **(multiple, interconnected interrelated; interdependent) components**: people, machines, processes, and data which operate toward a common purpose.





System perspective:

System theory:

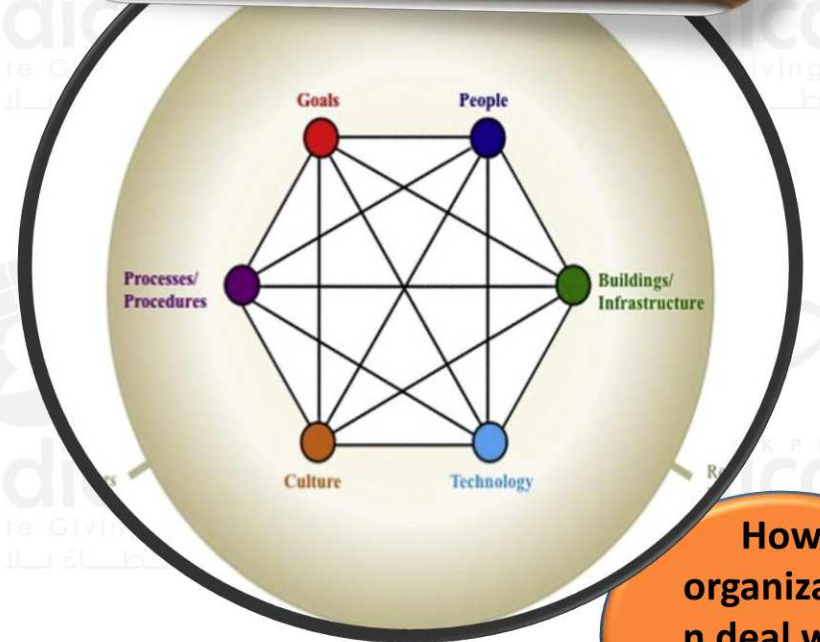
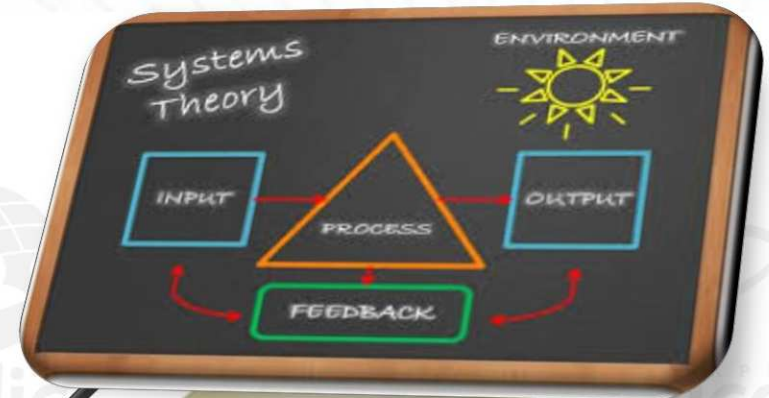
- Systems theory is a **way of looking at an organization**
- allows the user to recognize the **synergy** (INTERACTIVE) between the **multiple parts**, as well as the **interdependence and connection** needed.
- Provide framework by which we can evaluate **organization behavior**.

➤ How can we achieve optimum behavior:

Holistically : breaking it down into a series of individual **elements** that **interact** with each other.

Zoom out : assess **external factor**

Expect scenario : **risk control**



How organization deal with external behavior

SYSTEMS THINKING IN HEALTHCARE

- Three characteristics of systems thinking:

1. A very deep and persistent commitment to 'real learning.'



2. Be prepared to be wrong. I could be part of the problem. 'mental

models'





SYSTEMS THINKING IN HEALTHCARE

3. There is a need to get different people,
from different points of view. (team-

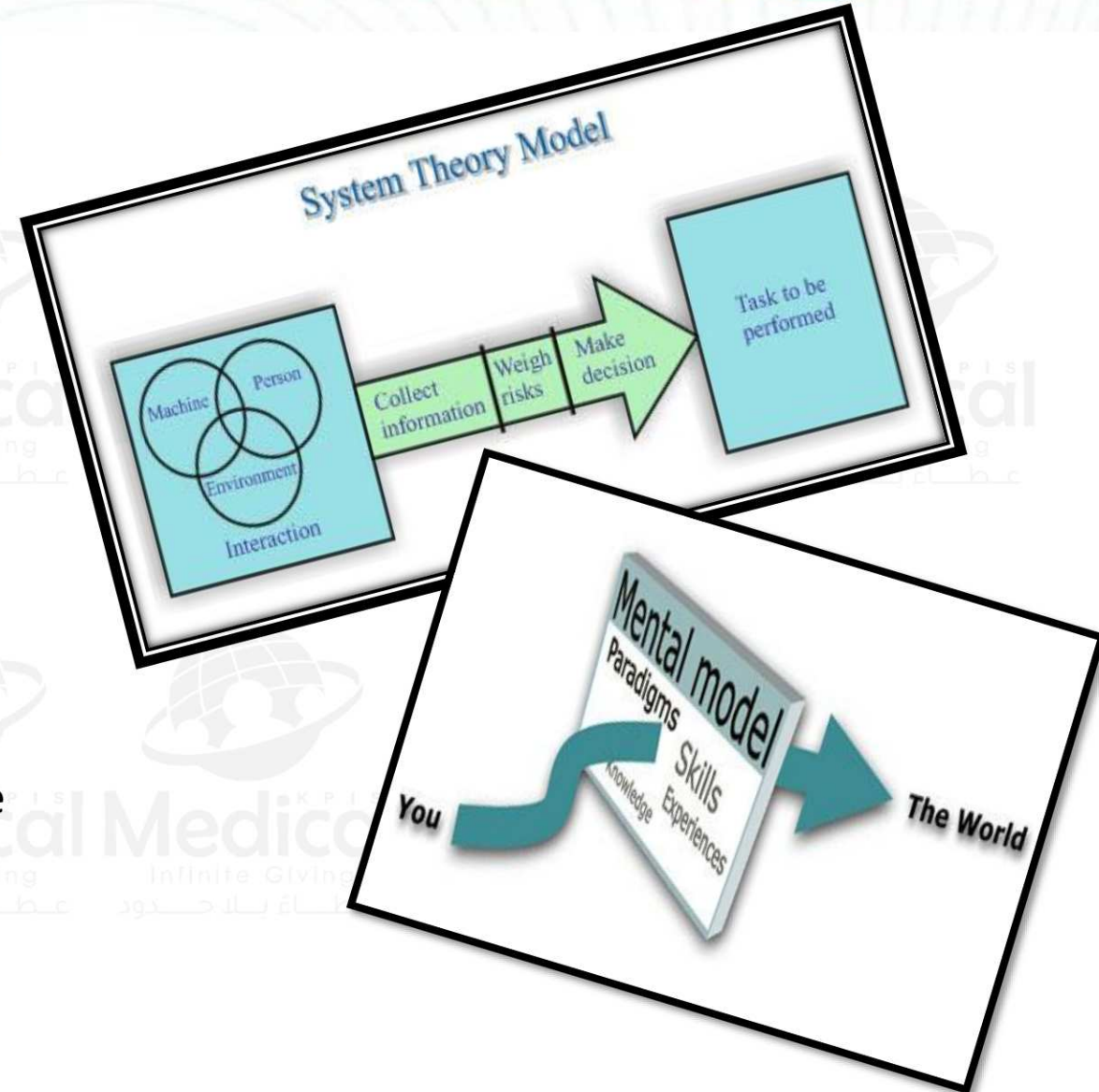
different perspective)

-A Root Cause Analysis is an excellent
example of a tool that has been developed
to facilitate systems thinking.



Senge describes three characteristics of systems thinking:

1. A very deep and persistent **commitment to real learning**.
2. Be **prepared to be wrong** (mental models, I could be part of the problem).
3. There is a need to **triangulate ((3D))** You need to get: different **people**, from different points of **view**, who are seeing different **parts** of the system to come **together to collectively see something (TEAM)**.





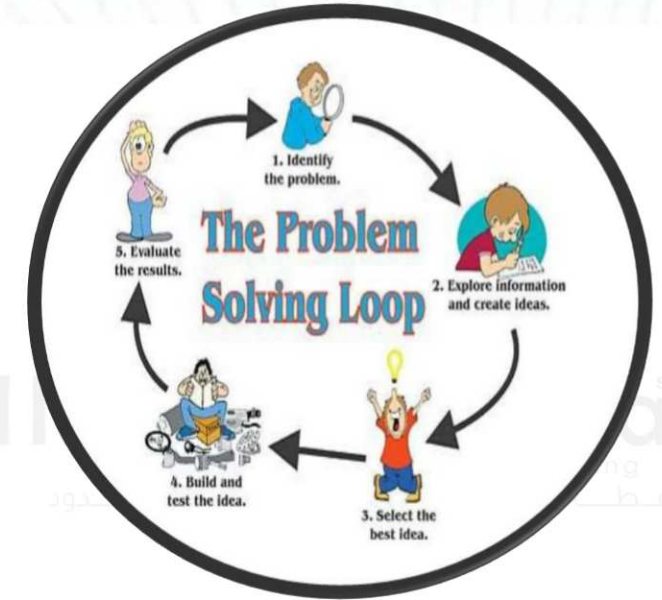
philosophy:

- With systems theory at the base of analysis, one understands that **not only finding solutions**, but also **identifying problems** and **challenges**
- In order **to TEAM work together**, there must be **shared vision** and a commitment to achieving the **stated outcome**.
- Do **not use A quick fix** to solve a problem Unfortunately, many of these fixes do not last. Why is that?

the individuals **fixing** the problem and are **unaware** of the different systems and processes that are **involved** in the problem

- **The problem:** leaders need to **address** the problem quickly and **get it out of the way**.

Unfortunately many of **these fixes do not last cause they fix the problem** but they are **not aware of the different system and process that are involved** in current problem.





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STRATEGIC LEADERSHIP

Leadership





Strategic leadership

Process providing direction and inspiration necessary to create and sustain org.



What is leadership?

WHAT IS LEADERSHIP?

- The ability to take others where they otherwise would not go.

- Influencing people to make the changes necessary to achieve results.



LEADERSHIP



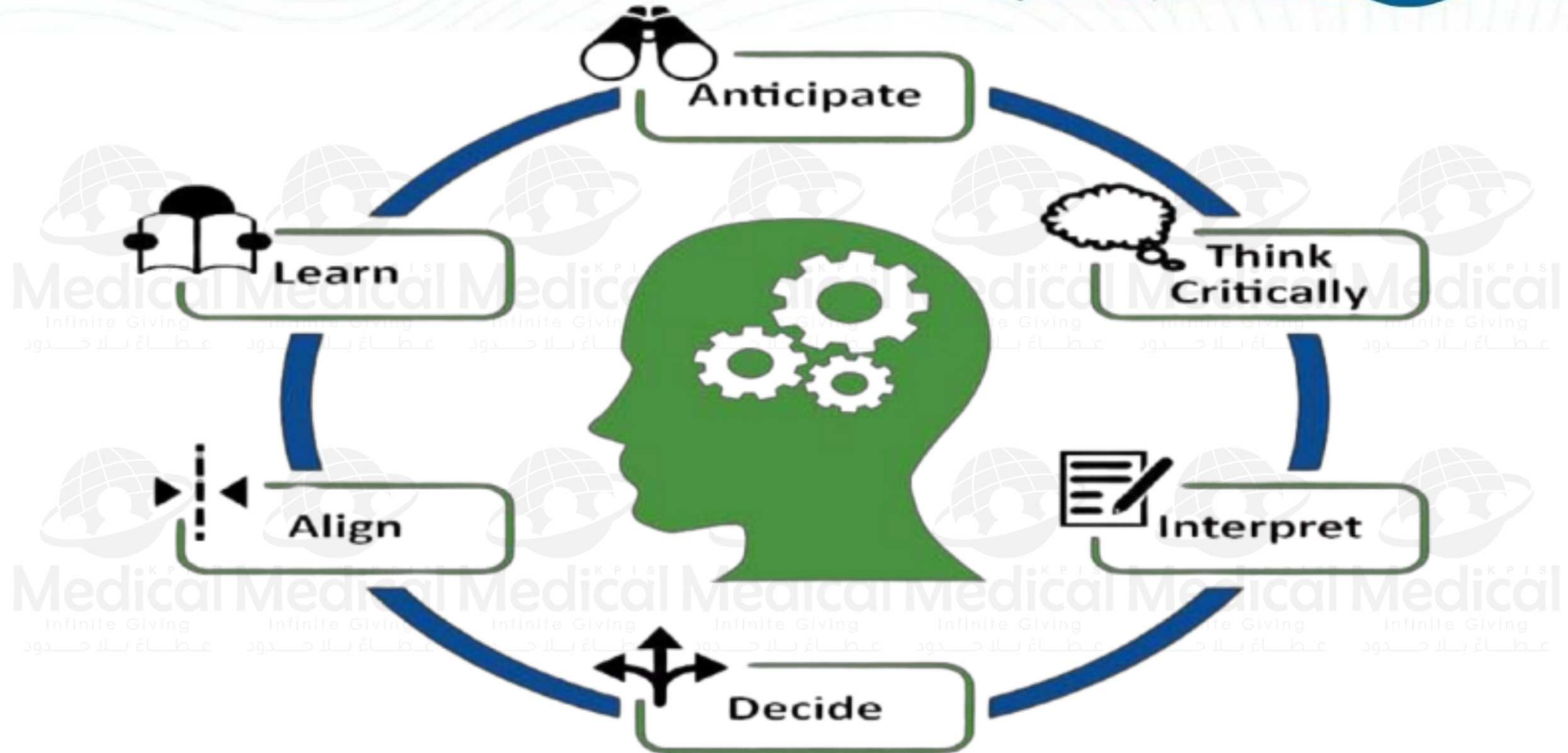
TO MOTIVATE

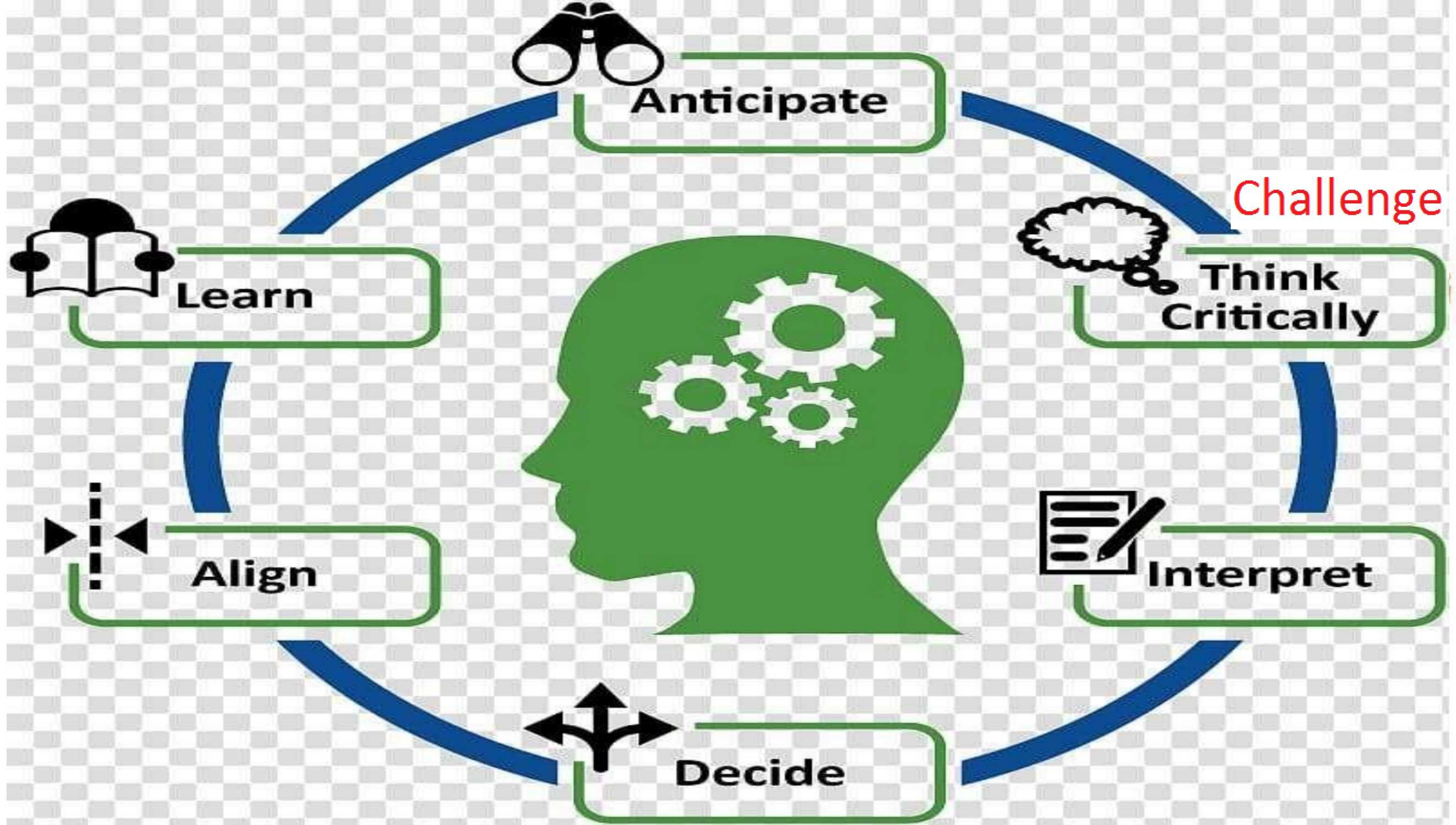
AND INSPIRE

LEADERSHIP









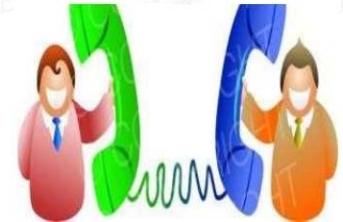


Strategic leadership

Anticipated
Proactive

- Anticipate **what the future may hold**
- Not only **read** journal and reports but also **networking** well with the others in the field and seeing **their plan for the future.**
- see what's ahead.
- know what is not working well within the organization.
- read the appropriate journals and reports.
- network with others in the field.

1. Anticipated
2. Challenge
3. Interpret
4. Decide
5. Align
6. learn





challenge

Not to challenge the assumption of other but u should encourage them
((u should take them from **simple acceptance to understanding rational** or basis information))
challenge the reports you present.

1. Anticipated
2. Challenge
3. Interpret
4. Decide
5. Align
6. learn

CHALLENGE
ACCEPTED

OPEN FOR
DISCUSSION



interpret

Take time to understand information that presented from number of perspective.

Leader should have all facts and be able to look at things from micro perspective (close up) and from distant perspective.

Data → analysis → reason of change → ((understand trend))

After that we can make conclusion then should make time out and break the information into small items and try to see if it make sense or not

1. Anticipated
2. Challenge
3. Interpret
4. Decide
5. Align
6. learn





Decide

Leader should **prepare numbers of decisions optional** before they decide and consider pluses and minuses of each one ((**avoid yes or no decision**)) and leader should **anticipate the consequences of each decision** once the decision made , he should support this decision.

1. Anticipated
2. Challenge
3. Interpret
4. **Decide**
5. Align
6. learn

Decision Making Model

D	Define the problem
E	Explore the alternatives
C	Consider the consequences
I	Identify your values
D	Decide and take action
E	Evaluate your decision





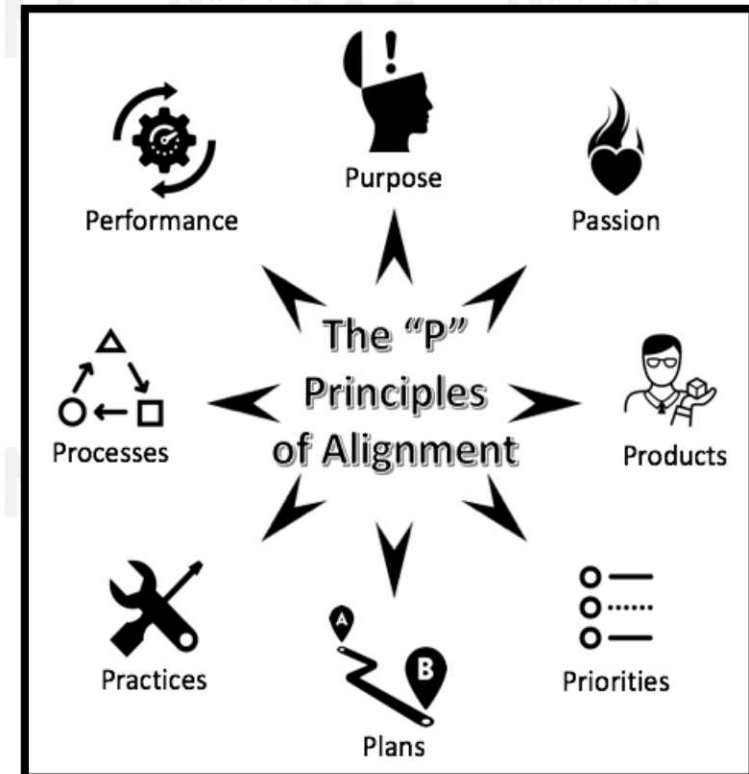
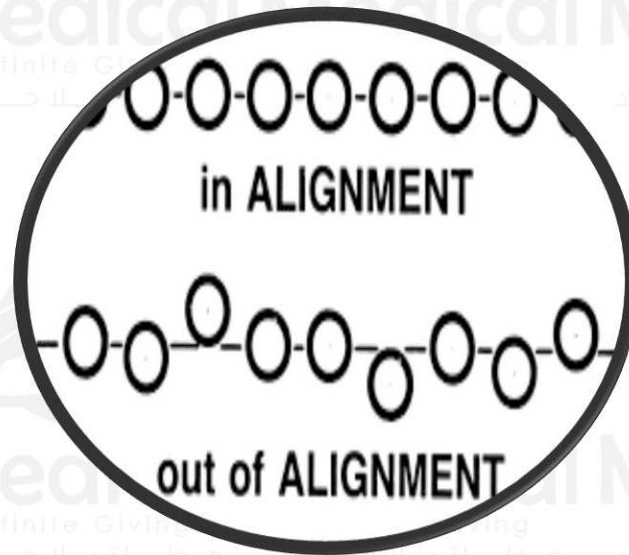
Align

Arrange in strategic line
Give support to persons
and org

- leader makes a decision, **must have identified and communicated with key individuals who are involved or impacted** by the Change decision & explain **why the decision has been made**, even if they do not agree with it (**consensus**).
- Reward those who **support** the decision and **continue to work in a way that aligns them to the purpose**

1. Anticipated
2. Challenge
3. Interpret
4. Decide
5. **Align**
6. learn

Consensus
totally support not
totally agree

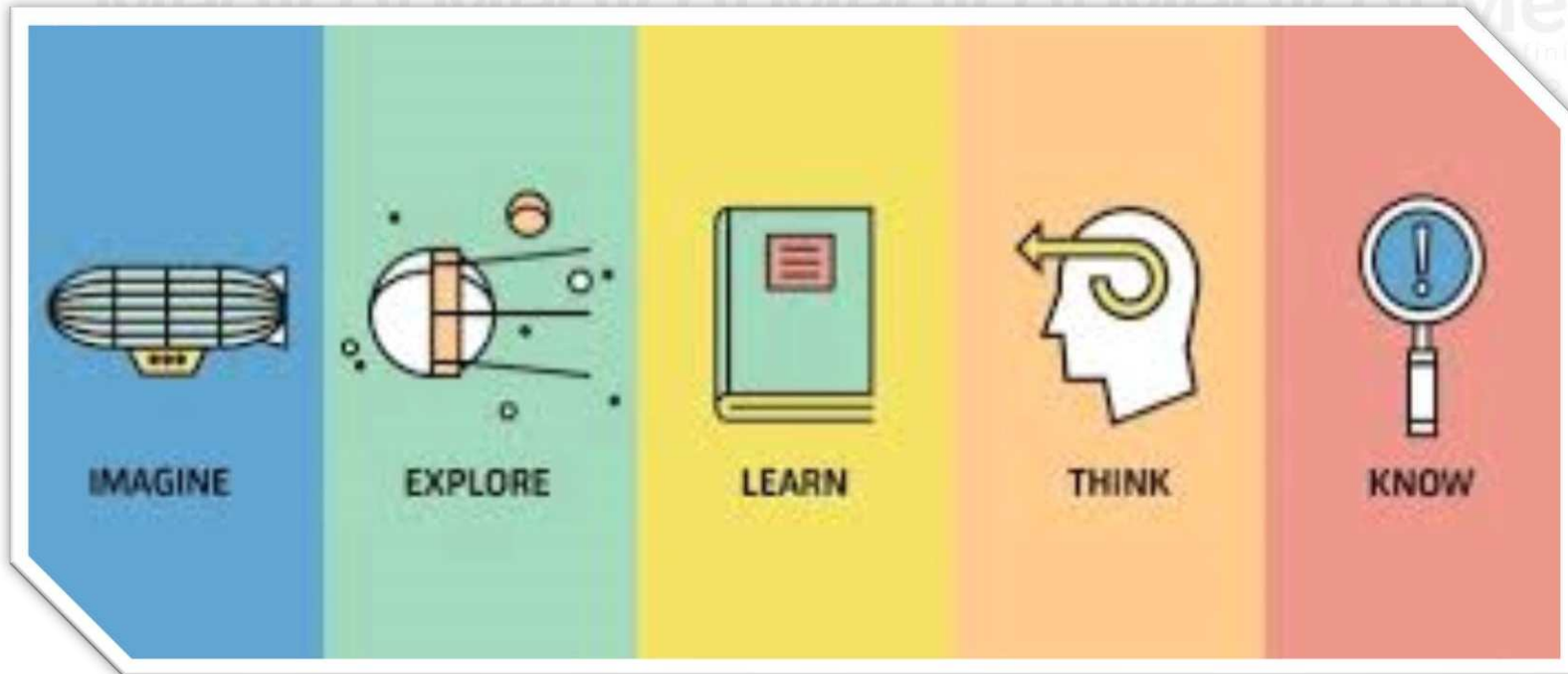




Learn

- Support learning organization
- They **teach from decisions** they have made as well as decisions others have made
- They **welcome to open dialogue** and inquiry and support those who engage in these effort

1. Anticipated
2. Challenge
3. Interpret
4. Decide
5. Align
6. learn





Type of organization:

Stand alone entity	Non stand alone entity
<ul style="list-style-type: none"> ▪ little sharing of information between them. maintains its own data and measures its own level of quality. ▪ the healthcare system was organizationally focused not patient/client focused. ▪ Do not receive financial support. 	<ul style="list-style-type: none"> ▪ usually because they care for a particular population of individuals that spans either a geographic area or the entire country (managed care organizations or the national Veterans Administration) ▪ imperative (MANDATORY) that to manage the care of the population, all facts of healthcare from acute to primary care, from medication management to specialized services, needed to be shared to optimize the ongoing care and wellness of the individual or population.



Managed care organizations:

were **the first** to recognize the value of automation of information and to begin using tools such as the **automated medical record** to facilitate care and communication.

The Institute of Medicine (IOM) identified three structural elements that support and affect the ability to improve care:

1. **Information systems** for data collection, quality improvement analysis and clinical communication support
2. Adequate and **well-distributed workforce** (E.G **insurance, training, supplies, staff,.....**)
3. **Organizational capacity** to support emerging models of care, cultural competence services, and ongoing improvement efforts.

Healthcare Organizational Infrastructure

• IOM identified three structural elements:

1. Information systems for data collection, quality improvement analysis, and clinical communication support.

2. Adequate and well-distributed workforce.

3. Ongoing improvement efforts.





Health care organization taxonomy

- **AHRQ** developed a taxonomy characterized by three shared structural and strategic elements: **differentiation, integration, and centralization.**
- The study principals identified **six key areas to evaluate** (Pina et al., 2015).
- Using elements of this assessment may allow an organization and its leaders to compare itself with other organizations and identify differences and challenges.

Differentiation:

different departments, sections or branch offices **create their own corporate culture** within the parent company's overall structure.

Centralization:

where business **decisions** are **made at the top of the business** or in a head office and distributed down the chain of command



Challenges:

1. Difficulty in comparing healthcare organizations:

- Little or **no common taxonomy** used to compare.
- **Six key areas to evaluate** may allow an organization and its leaders to compare itself with other organizations and identify differences and challenges.





Area to evaluate	Description
<p>➤ Capacity</p>	<ul style="list-style-type: none"> ▪ size of the organization, capital and physical assets, the number and type of individuals, and the specific population of clients it is meant to serve
<p>➤ Organizational structure</p>	<ul style="list-style-type: none"> ▪ organizational structure? the authority? leadership and governance structured? communication? resources and information flow? research, innovation and education occur?
<p>➤ Finances</p>	<ul style="list-style-type: none"> ▪ funding areas manages its financial obligations and opportunities
<p>➤ Patients</p>	<ul style="list-style-type: none"> ▪ types of patients characteristics that are important to the healthcare delivery system
<p>➤ Care processes & infrastructure</p>	<ul style="list-style-type: none"> ▪ Integration, standardization, public reporting, health information systems, decision support and care coordination are included
<p>➤ Culture</p>	<ul style="list-style-type: none"> ▪ shared values, beliefs, and long held assumptions of the organization



➤ Do you think the previous key areas of evaluation are challenges?

■ Other Challenges:

1. Traditional healthcare system organization:

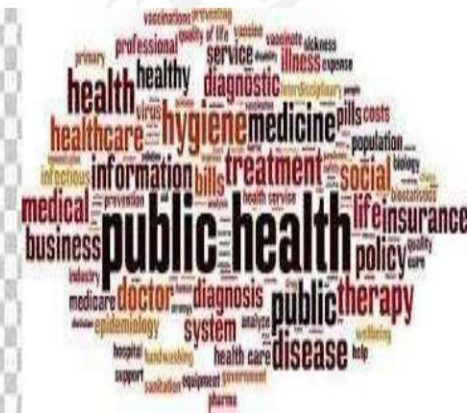
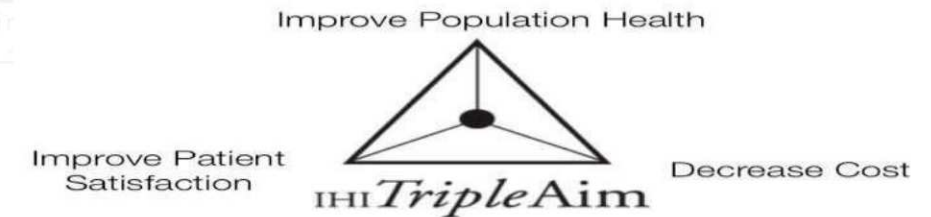
reduce costs, consume, more payment for sickness than wellness.

2. The government has initiated penalties

healthcare **acquired events**, declining to pay for infections or harms that occur under the care of the healthcare organization.

3. Private healthcare delivery systems

are not the only agencies forced to modify systems and structures, **The country's Public Health System.**





Governance :

DEF:

Top leadership (Governing Board) associated with most healthcare organizations that oversees and is **ultimately responsible for what is done.**

The Board's main function:

1-Is to **ensure** the **quality of care** for the patients/clients served.

2-Governance has three basic responsibilities:

- 1- establish **policies**
- 2- make strategic and significant **decisions**
- 3- **oversee** the organization's **activities**
- 4- It has the ultimate **accountability**

3-Ultimate accountability and legal responsibility for:

- Care delivered for all providers
- Follow up federal and state laws



Governing roles	Governing responsibilities
1. Lead	Represent all members and make sure they can participate and be heard; create vision; advocate, negotiate and maximise self-determination.
2. Plan	Set overall direction, purpose, future strategies, goals, ethics and values.
3. Organise	Develop polices and governance arrangements; interact with management; steer relationships, alliances and collaborations with the public and among stakeholders.
4. Control	Ensure the organisation is accountable, legal and financially stable; hire, support and oversee the performance of the top manager; monitor overall outcomes



High reliability organization

➤ The principles of high reliability science

- Achieve **zero defect** in quality outcome .

1. attempt to compensate for the **limits of human attention** and performance

2. The focus is on **measuring the defect rate.**

- *Aviation and nuclear industries have instituted measures to become highly reliable due to risks involved in their services*
- *All people with in the organization must **seek , report and correct all potential or small risks before the risk has opportunity to turn into a negative outcome** .*





➤ **Five high reliability factors and suggested method of achieving reliability in complex service:**

Factor	Description
Preoccupation with failure	Finding and fixing problems are every one job ability to address issue right way and communicate the steps necessary to avoid potential failure .
Reluctance of simplification	<ol style="list-style-type: none"> 1. Organization ask why more often to better understand the reason of problem and get right answer. 2. Avoidance of simplistic explanation of risk and commitment to deeply understand
Sensitivity to operation	Pay attention to the frontline and help them to develop situational awareness and speak up.
Commitment to resilience	Quick identify risk. Take steps to minimize or eliminate harm.
Difference to expertise	Recognize that closest to frontline are the expertise and understand the reason behind the issue raising

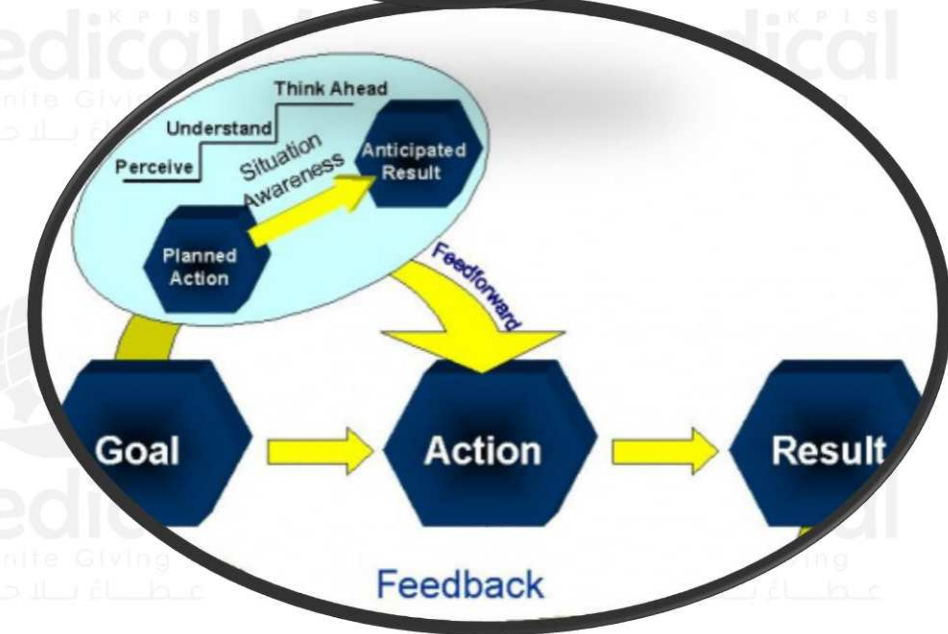
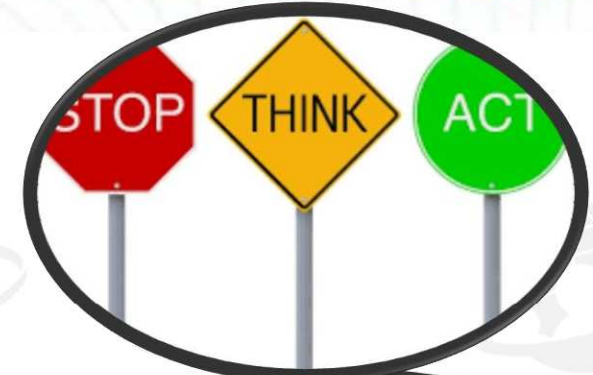
➤ **Frontline staff easily determine how to make environment is safer.**



➤ Situational awareness:

Persons **awareness** of their surroundings , **prediction** of what these **surroundings will** mean in the future and **then use these information to act.**

Continuous **extraction of information** from **environment** to **integration of this information with previous knowledge to form mental picture** in directing further **perception and anticipating further event**



High performance organization:

Org that **able to demonstrate the quality of their care** using the data they collect (clinical data, safety data and satisfaction data).



Six basic characteristics of high performing organizations:

1. The organization does **not tolerate low performers.**
2. There is **consistency at senior levels of the organization.**
3. **Leaders** within the organization **receive adequate leadership training**
4. **Leaders** within the organization are **evaluated effectively**
5. Consistency in **leadership** is **valued**; **high turnover is avoided**
6. Organizations **seek to standardize practices.**



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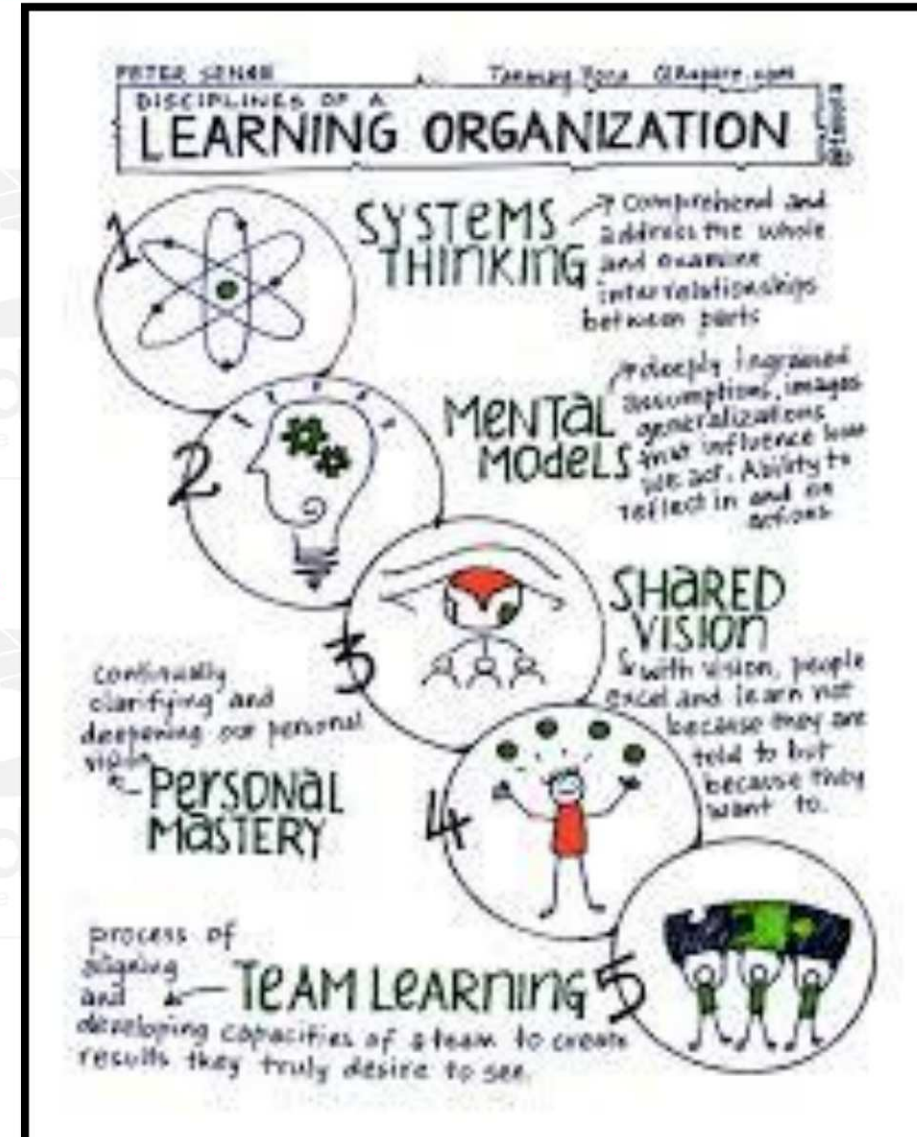
Learning organization:

Organization has skills to **create** , **acquire** and **transfer knowledge** and **modifying its behavior** to **reflect new knowledge and insights**

Organization facilitate learning opportunities and environment for its member

➤ Senge has identified learning organizations and states several basic concepts:

1. Every **organization** is a product of **how its members think** and **act**.
2. Learning is the **connection to change**
3. Learning is driven by **vision**.
4. all within the organization would **work toward a common goal**.
5. People continue to **expand their creativity** and **form new ideas** and **ways of approaching problems**.





- As people **relate to each other** within the organization, they continue to see the whole of the organization's performance **together** (SYSTEM THINKING CONCEPTS).
- Organizational learning in health care systems is central to **managing the learning requirements in complex interconnected dynamic systems**, where all have to know common background knowledge along with shared meta-knowledge of roles and responsibilities, to execute their assigned functions, communicate and transfer the flow of information, and collectively provide safe patient care.
- **FOR EXAMPLES:**
 1. General policies & procedures
 2. Mission, vision, bylaws & values
 3. Organizational learning in health care is **not a one-time intervention**, but **a continuing through organization.**

Organization learning in the health care is **not a one-time intervention but continuing occurs formal and non-formal learning**

➤ Concepts are underpinning of learning organization:

- 1-Personal mastery.
- 2-Shared vision.
- 3-Mental Model.
- 4-Team learning.

1-Personal mastery:

Is a process its **steps**

- 1- realize what your **own vision**
- 2-**compare** the goal to the reality of situation

➤ Creative tension :

structure to facilitate change
distance between vision and real situation



compare



No enough tension
=
no improvement

To much tension
=
Stress and possible burn out

To resolve that tension :
1- accepting reality
2-transforme reality to match with your own vision



- 1- Personal mastery.
- 2- Shared vision.
- 3- Mental Model.
- 4- Team learning.

2-Shared vision:

- Help for **coming together as a team** to **make sure you are all on the same wave length**
- Each member in the team **know where the team is going**
- The **value and benefits** that are **exposed by team** what the end result look alike.
- To move toward effectively team need to recognize that each team member have different passion.





1. Telling
2. Selling
3. Testing
4. Different perspective
5. Re-establish a team

❖ 5 steps to obtain sharing vision:

Telling

- An **authoritative way** of getting the message to constituents.
- Telling **what usually done in crisis** (do this ,, go there).
- Message should be **simple , clear** and give a little chance for questions.



selling

- **After telling** the team what the expectation are ?→ **involve them to a process** by which member of **team understand the vision and goal**
- **Leader should explain why???** , should **convincing** member that is the right way





Testing
Buy in

- Once the leader told them the expectation and providing rational , this the time to ask them << **how they feel about what has been laid out???** >>



Should ask about what do u feel about it?

According to the inputs from team member , the leader must willing to change the approach

Different
perspective
must be
heard

- **No one single** have all the information needed
- Consultation both **inside and outside team is necessary**



Re-
establish
as a team

After re-establishing as a team , it is a time to work together and develop its shared vision of process that need to take place



- 1-Personal mastery.
- 2-Shared vision.
- 3-Mental Model.
- 4-Team learning.

3-Mental model:

- We do **not have single story** we should share vision with other team member.
- Different perspectives may lead the team to **focus on a particular way to solve the problem.**
- **a sense of unity to the group**, allowing shared common understanding
- **Reflection :**
slow down our own thinking process to be aware how we can form good mental model
((**listen** to person keep you understand another perspective))
- **Importance:**
 - 1- increase your understand
 - 2- help speaker to clarify his thought
 - 3- reassures speaker that you are interested
- **Inquiry :**
- concerned with **how we operate in face to face** , specially when dealing with complex issue.
((ask , research , analyze , interpret))



- 1-Personal mastery.
- 2-Shared vision.
- 3-Mental Model.
- 4-Team learning.

4- Team learning:

➤ People are aligned having understood as a group what they need to do and how to get there. (CONSENSUS) (NORMING PHASE)..



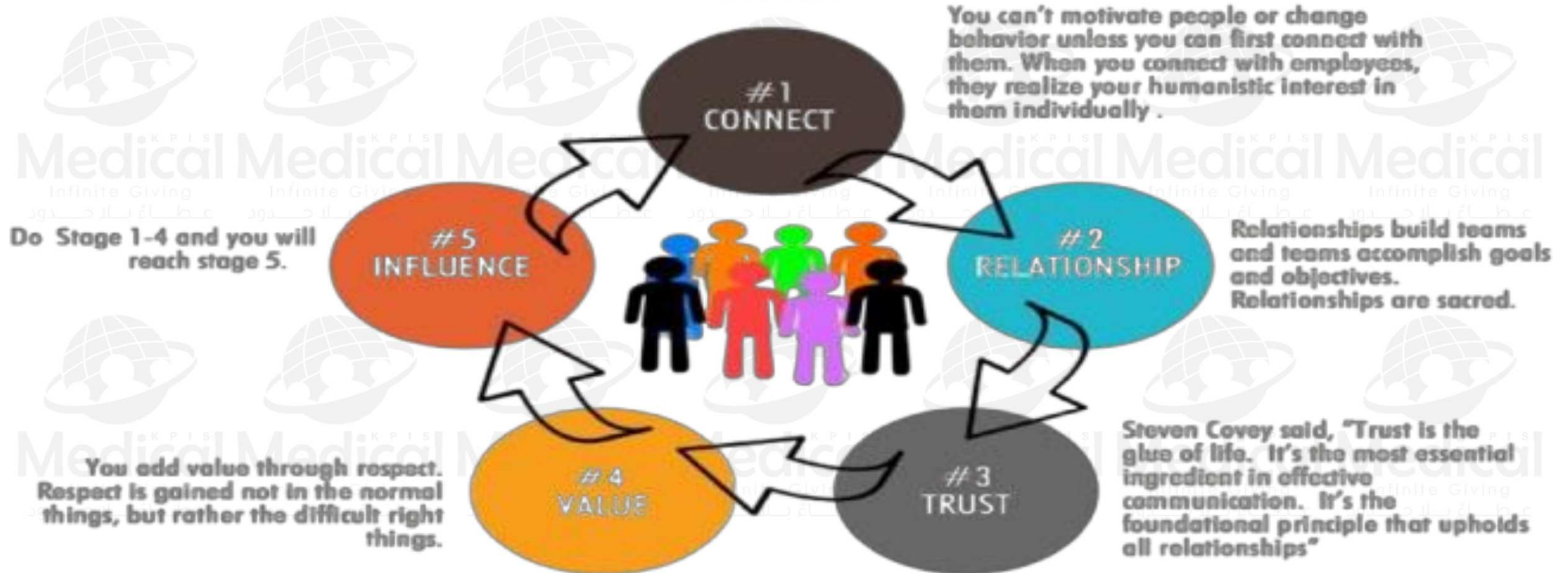


Leadership style

1. Effective leadership styles are developed from a keen awareness of the environment and an *understanding of what motivates and satisfies people*.
2. *Different situations* may call for *varied leadership styles*.
3. The leader/manager has learned to balance the needs of the organization with those of the employees.
4. He/she uses the leadership style thought to be most effective at the time, given the job to be done and the morale level of the employees. *Optimal productivity is the goal.*



5 STAGES TO BECOMING A LEADER





– Autocratic leadership	<input type="radio"/>
– Bureaucratic leadership	<input type="radio"/>
– Charismatic leadership	<input type="radio"/>
– Democratic leadership	<input checked="" type="radio"/>
– Laissez-faire leadership	<input type="radio"/>
– People-oriented leadership	<input type="radio"/>
– Servant leadership	<input checked="" type="radio"/>
– Task-oriented leadership	<input type="radio"/>
– Transactional leadership	<input type="radio"/>
– Transformational leadership	<input checked="" type="radio"/>



Leadership Continuum

"A continuum of leadership style extending from complete retention of power by the manager to complete freedom for subordinates"

- Autocratic ("Telling")
- Diplomatic ("Selling")
- Participative ("Joining")



DETERMINING LEADERSHIP STYLE

How much time is available

Relationship style in organization

Source of information

Level of training of employees

Internal conflicts

Stress levels

Type of task: simple or complex

Regulations, policies and procedures



Leadership style

1. Autocratic/Democratic
2. Transactional/Transformational
3. Situational/Participative
4. Laissez faire

Autocratic Leadership

- Individual control over all decision and little input from group member
- Rarely accept advice from followers
- typically make choices based on their ideas and judgments
- Member of group are rarely trusted with important task or decision

When conditions are dangerous, rigid rules can keep people out of harm's way.



Democratic Leadership

- Member of group take more active role in the decision making process
- Most effective and leads to high productivity
- Increase group moral ((increase contribution from group member))
- Group member encourage to share idea and inputs leaders frequent take decision.
- Individual feel more involved in the group process
- Creativity is encouraged and rewarded





استبدادي

AUTHORITARIAN
LEADERSHIP STYLE

AUTOCRATIC
LEADERSHIP



- The leader holding so much power and decision-making authority.
- Decision-making process is centralized. المبادرة
- Leaders do not entertain suggestions and initiatives from subordinates. المرؤوس
- Decision-making is fast, as only one person decides for the whole group
- By virtue of their position, the leader extensively monitor and scrutinize employees and determines policies, reward and punishment. يفحص، يدقق

- Strictly enforces rules. ينفذ

- Follows the organizational rules exactly and expects every one else to do so.



- Strictly enforces rules.
- Follows the organizational rules exactly and expects every one else to do so.



Self-Driven

Autocratic leaders tend to
lead through power.





BENEFITS OF AUTOCRATIC LEADERSHIP

- Quick Decision Making
- Streamlined Work Process
- Absolute Control
- Focused Targets
- Close Supervision
- Maintains Order & Discipline

IN CASE OF EMERGENCY

FOLLOW ALL THE RULES!



Follow all the rules?





leadership



Disadvantages

- Discourages employees from thinking about process improvements
- Employee dissatisfaction
- Decline in worker performance
- Does not prepare employees for promotion or possible advancement





Democratic Leadership Style

- A leadership style that promotes the active participation of workers in making decisions.
- Features
 - Participation of workers is encouraged
 - Two-way communication with workers
 - Workers are given information about the business to allow full involvement





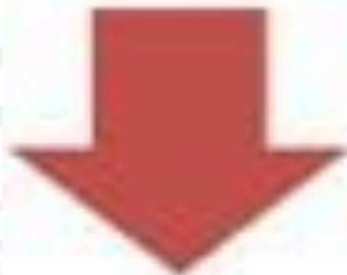
Democratic Leaders

Advantages



- Allows follower to have a say in decision
- Creates a collaborative workplace متعاون

Disadvantages



- The leader depends on the knowledge of the followers
- Collaboration takes time

Transactional Leadership

- Operates on the **basis that rewards are given for compliance** to the prescribed behaviors
- Rewards can have a positive impact on satisfaction and performance to followers. However, values and goals are not necessarily shared and the **focus is mainly on tasks.**
- Transactional leaders are often **autocratic leaders, but they add the system of rewards to achieve goals.**

Transformational Leadership

- **inspire** vision and **work along side team members** to achieve their **goals** , they recognize that the **potential is their the followers** and they will help them to achieve the goal.
 - Transformational leader are excellent **mentoring**
 - **Motivate** them
 - Identify needs to change and create vision to **guide the change** through organization
 - create **supportive environment**
 - encourage action that support org. rather than personnel interest
 - earn trust , respect administration** from your team

1. Autocratic/Democratic
2. Transactional/Transformational
3. Situational/Participative
4. Laissez faire



4 Elements of Transformational Leaders



- Inspires
- Challenges
- Engages
- Develops
- aligns



Transactional Leadership

Transactional leadership is the influence of a leader towards his subordinates using **reward** and **punishment** as a form of motivational medium

الثواب والعقاب

- *Leaders of day to day operation*

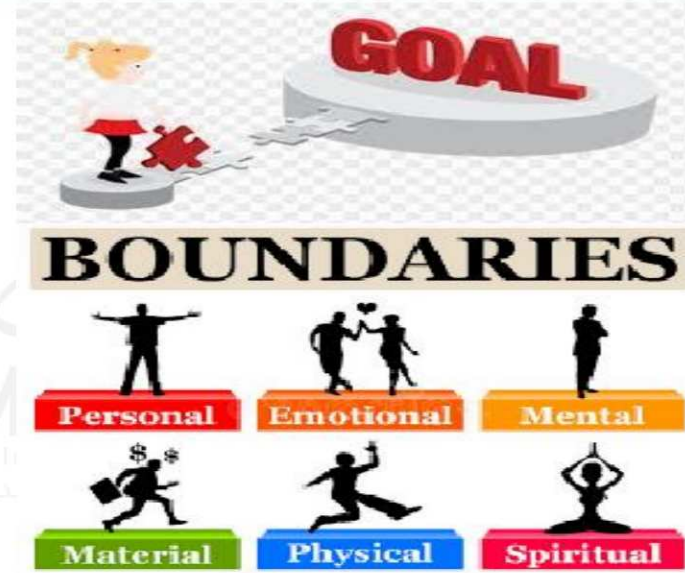




- Transactional leadership works within set goals and established organizational boundaries.



- Transactional leadership is task- and outcome- oriented





Transactional Leadership

*is an autocratic style, effective in crisis and emergency situations, and **الوضع الراهن** maintaining the status quo – so is going to be more suitable for established organisations rather than start-ups or innovators.*





Business Success

Build Commitment to the Vision

التحول

Transformational Leadership



قدوة *Model the Vision*

Develop a Strategic Vision

Communicate the Vision



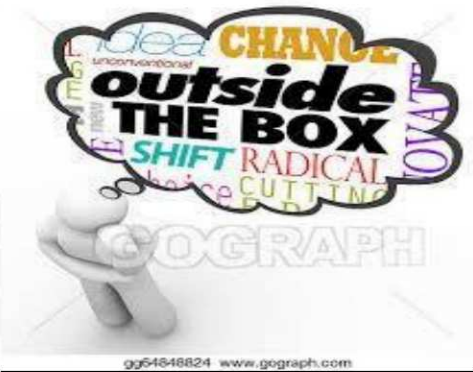
Transformational leadership is about aligning personal, organizational, and community goals to create a new, redesigned (well-reengineered) organization, turning:

شراكة

- Relationships into partnerships;
- Plans into actions; and
- Opportunities into achievements.

• **Make excellent mentors.**

• **Participate in few meeting and attendnce**





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Differences Between Transactional and Transformational Leadership

Transactional Leadership

- Leadership is responsive
- Works within organizational structure and never deviates
- Maintains the status-quo
- Objectives are achieved through a reward/punishment system

Transformational Leadership

- Leadership is proactive
- Constantly seeking to improve organizational structure with new ideas
- Promotes innovative ideas to solve problems
- Objectives are achieved through motivation to better for the good of the group

Relationships





	<i>Transactional Leadership</i>	<i>Transformational Leadership</i>
How it works	<p><i>Works within a system.</i></p> <p><i>Starts solving by fitting experiences to a known pattern.</i></p> <p><i>Asks "where's the step-by-step?"</i></p>	<p><i>Works to change a system.</i></p> <p><i>Starts solving by finding experiences that show the old pattern doesn't fit.</i></p> <p><i>Asks "what do we need to change?"</i></p>
What it does	<p><i>Minimizes variation of the organization.</i></p> <p><i>Expects everyone meet a standard.</i></p> <p><i>Can be duplicated and sustained.</i></p> <p><i>Best at delivering defined results.</i></p>	<p><i>Maximizes capability of the team.</i></p> <p><i>Inspires many people to give their best.</i></p> <p><i>Requires minimal structure.</i></p> <p><i>Best at delivering innovation.</i></p>

Transactional vs. Transformational Leadership



Transactional Leaders

occur when followers are moved to complete their roles as agreed with a leader in exchange for a reward.

- ▶ Focus on goals
- ▶ Use rewards and punishments for motivation
- ▶ Are reactive in nature



Transformational Leaders

move followers to awareness about what is important, and away from own self-interests.

- ▶ Focus on vision
- ▶ Use charisma and enthusiasm for motivation
- ▶ Are proactive in nature



Participative Leadership

- **employee involvement**, stakeholders in the level participate in:
 1. Analysis of problem
 2. Development of strategy
 3. Implementation of solution
- Emphasize collaboration and **the free-flow of ideas.**
- Allow **shared participation** in decision-making.
- **Responsibility is shared** among all members
- Offer guidance and keep discussions balanced and controlled.
- Treat the idea of employees with consideration and respect
- ❖ **Democratic leaders can often be seen in positions in non-profit organizations, school boards, and forward-thinking companies.**

Laissez-faire leadership

- **Allows employees to let their own ideas and creativity**
- The manager is looked upon as **more of a mentor than a leader.**
- Utilizes this style as the **workers and management blend together** in creating and innovating strategies and new approaches to everyday Methods
- **Laissez-faire leadership is characterized by the following:**
 - **Hands-off** approach
 - Leaders provide **all training and support**
 - **Decisions** are left to **employees**
 - **Comfortable with mistakes**
 - **Accountability** falls to the leader

1. Autocratic/Democratic
2. Transactional/Transformational
3. Situational/Participative
4. Laissez faire



PARTICIPATIVE MANAGEMENT

Participative (or participatory) management, otherwise known as employee involvement or participative decision making,

encourages the involvement of stakeholders at all levels of an organization in the analysis of problems, development of strategies, and implementation of solutions.

Employees are invited to share in the decision-making process of the firm by participating in activities such as setting goals, determining work schedules, and making suggestions.

Participative Management

Definition : Participative Management is an approach, which gives everyone in the Organization an opportunity to contribute their skills, knowledge and talent to improve this same Organization.

MANAGEMENT NEEDS TIME TO CHANGE



Respect – Recognition – Smile



CHARACTERISTICS OF PARTICIPATIVE MANAGEMENT

It is a method, which gives employees responsibility, accountability, and authority over their work.

It provides simple tools for employees to improve their work performance and positively impact the bottom line.

It provides an environment to make employee needs known and creates a vehicle for improved communication between all areas of the organization.



Japanese Participative Management Principles

- Management puts people first; in corporate Workers participate
- management.
- Management should rely on the wisdom of the people at the bottom of the organizational structure.



- Motivation and commitment of the majority are more important than the motivation and commitment of a few.





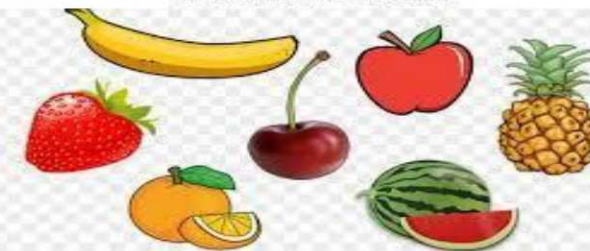
Japanese Participative Management Principles

- The differences in rewards must be minimized.
- Information must be shared among the members of the organization.
- The implementation of a strategy is more important than its formulation.
- Employees are active participants in the organization and they should, therefore, share its fruits.

Rewards



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PARTICIPATORY (THE TQM LEADERSHIP/MANAGEMENT STYLE)



Basic Principles

- Solicit input and listen to your team
- Consider what everyone says
- ➔ • Make the final decision
- Participation can be direct or through representatives

Advantages

- Helps people feel a part of the process
- Leverages the wisdom of your team تأثير ايجابي
- Team members may be more willing advocates المؤيد



6. COMMUNICATING THE
DECISION TO OTHERS

5. MAKING THE RIGHT
DECISION

1. FACILITATING
CONVERSATIONS

**How
participative
leaders
operate**

4. SYNTHESIZING THE
AVAILABLE
INFORMATION

2. SHARING
INFORMATION AND
KNOWLEDGE

3. ENCOURAGING
IDEA
COLLABORATION





PARTICIPATIVE LEADERSHIP

ADVANTAGES

People feel valued.



People perform well even when the leader is absent.

People are more committed to achieving the goals and objectives of the organization.

DISADVANTAGES

Social pressure to conform to group domination.

Decision-making may take a lot of time.

Participative leadership style makes an employee feel that he is crucial to the organization.



CHANGE



Advantages

- Increased productivity,
- Motivation,
- Job satisfaction
- Quality enhancement



Disadvantages

- Slowed down process of decision making
- Acts as potential threat in terms of information security access it offers to employees



Components of Participative Management

- Empowerment
- Decision making
- Communication
- Change management
- Problem solving
- Teamwork
- Education
- Negotiation



- Participatory management techniques are linked closely to Management by Objectives (MBO), the process sometimes used to set:
 - Short range (annual), medium range (1-4 years), and even long range (5 or more years) goals;
 - Objectives and performance measures for meeting those goals;
 - The definitions of results desired;
 - Time frames for implementation.

The caution: MBO can be misused, degenerating from a system allowing for dialogue and growth between manager and staff to an accountability system of constant pressure to produce results ("management by results").



- **Management by Objectives;** a system that seeks to align employees' goals with the goals of the organization. This ensures that everyone is clear about what they should be doing, and how that is beneficial to the whole organization



MBO PRINCIPLES

1. Cascading of organizational goals and objectives
2. Specific objectives for each team member
3. Participative decision making
4. Explicit time period ^{صريح}
5. Performance evaluation & feedback



Management by Objectives (MBO)



Team leader

and

Team member

Jointly plan

- Setting objectives
- Setting standards
- Choosing actions

Individually act

- Performing tasks (member)
- Providing support (leader)

Jointly control

- Reviewing results
- Discussing implications
- Renewing MBO cycle

...is a process of joint objective setting between a supervisor and subordinate



Laissez-Faire Leadership (**Delegative**)

- Also called *Free-rein Leadership*
- A *hands-off approach* to leadership, very little *leading* takes place
- Provides little to no direction to employees
- Allows employees as much freedom as possible

Laissez-Faire
Is less more?





FREE-REIN/LAISSEZ-FAIRE LEADERSHIP

- Very little guidance from leaders
- Complete freedom for followers to make decisions
- Leaders provide the tools and resources needed
- Group members are expected to solve problems on their own





LAISSEZ- FAIRE LEADERSHIP

- I. A free rein leader allows maximum freedom to subordinates , i.e. they are given a free hand in deciding their own policies and methods.
- II. Can be very useful in businesses where creative ideas are important
- III. Can be highly motivational , as people have control over their working life
- IV. Can make coordination and decision making time-consuming and lacking in overall direction
- V. Relies on good teamwork.
- VI. Relies on good interpersonal relations.



Laissez-faire Leadership (cont.)

- **Advantages**
 - Easy management style to administer
 - Complete empowerment for employees
- **Disadvantages**
 - Poor decision making may result.
 - Some employees do not perform well without direction and supervision.



leadership

10

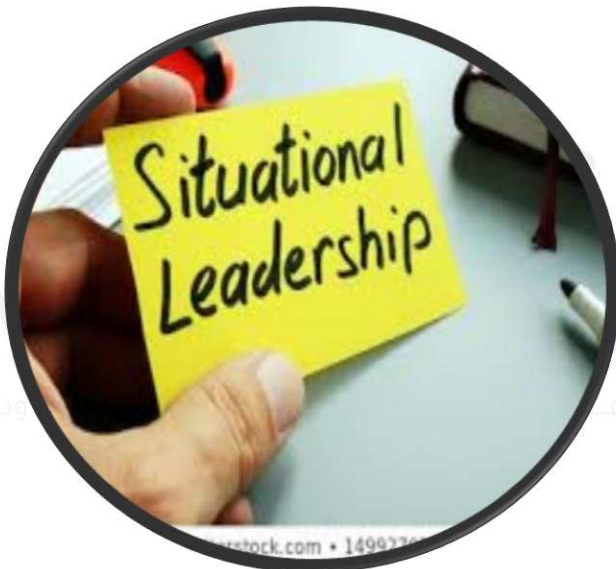




Situational Leadership

- Leaders **assess** the situation and **adapts**
- Depend on the **time available to achieve the task**
- Support the **facts**
- Adjust his style to **be fit** with environmental level

1. Autocratic
2. Democratic
3. Transactional
4. Transformational
5. Situational
6. Participative
7. Laissez faire



LEADER VS MANAGER

determining

- Leadership is the correct direction path, whereas Management is doing the correct things to stay on that path.
- In other words, Leadership is about doing the right things whereas Management is about doing thing right.





Qualities of successful leaders

leader	manager
<ul style="list-style-type: none"> • Establish vision and direction • Holistic view , clarify organizational vision • Aware of change ,internal and external demands • Communicate effectively across organization • Create new paradigms • Produce changes • Give authority and responsibility-does not control details • Demonstrate trust in the team • Demonstrate support • Give constructive feed back 	<ul style="list-style-type: none"> • Focus on the present • Explain plan and aware of immediate environment • Communicate to maintain positive and effective environment for employee • Direct , control , evaluate others as they implement the plan • Operate with paradigms • Improve work efficiency • Monitor and evaluate employee • Provide feedback to employee related to their performance

Leadership VS Management

LEADER vs MANAGER



DIFFERENCE BETWEEN

LEADERSHIP



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Leaders don't create followers,
they create more leaders

- TOM PETERS

يمنح سلطة



CHARACTERISTICS OF A GOOD LEADER

- Open to contrary opinion.

متفتح للرأي الاخر

- Able to see the broad picture.



- Motivate others to produce.



CHARACTERISTICS OF A GOOD LEADER

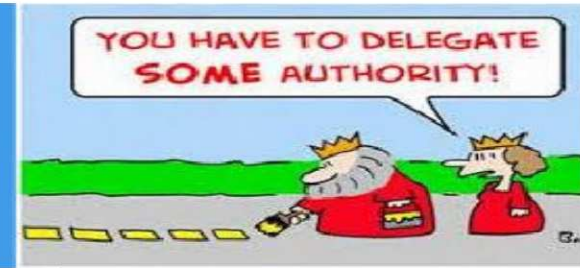
- Clear communication. **تقدير**
- Reward and recognition.
- Power WITH not over others.
- Role by modeling.



CHARACTERISTICS OF A GOOD LEADER

يفوض

- Delegate authorities.





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QUESTIONS





Leader that always arrange meetings and facilitating it to reach for staff moral with the scheduling and day operation , which type of leadership?

a. Participative

b. Transactional

c. Transformational

d. Motivate



Leader that always arrange meetings and facilitating it to reach for **staff moral** with the scheduling and day operation , which type of leadership?

a. **Participative**

b. **Transactional**

c. **Transformational**

d. **Motivate**



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leader assigned few meetings and facilitating the staff for more autonomy for daily operation and scheduling :

A- Participative

b. Transactional

c. Transformational

d. Motivated



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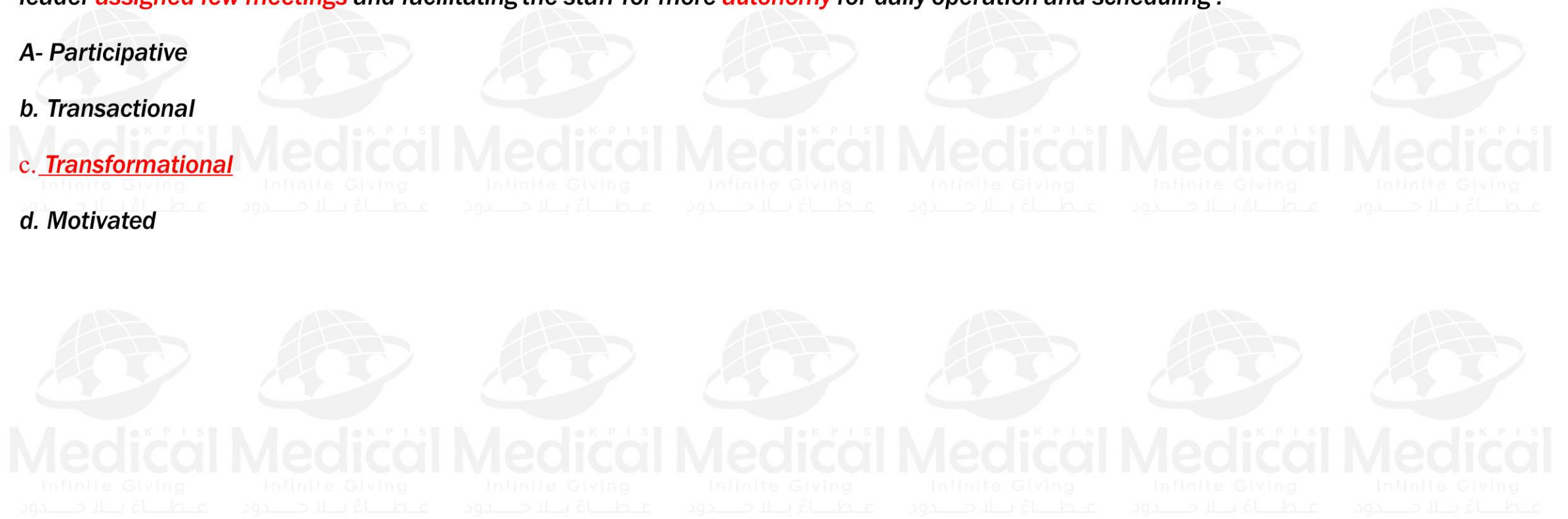
leader **assigned few meetings** and facilitating the staff for more **autonomy** for daily operation and scheduling :

A- Participative

b. Transactional

c. Transformational

d. Motivated





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leader that always arrange meetings and encourage employee on day to day operation, which type of leadership?

a. Participative

b. Transformational

c. Motivate

d. transactional



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leader that always arrange meetings and encourage employee on **day to day operation**, which type of leadership?

a. Participative

b. Transformational

c. Motivate

d. **transactional**



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TO BE CONTINUED

