



▶ **LEADERSHIP
AND
MANAGEMENT**

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Objectives



By the end of the lecture, you should be able to

- ▶ Define management
- ▶ Discuss functions of management
- ▶ Describe the roles of managers
- ▶ Describe Leadership and how it differs from Management

B uilding Leadership and Management Capacity In Health

A conceptual framework for thinking about how to build leadership and management capacity

LEADERSHIP & MANAGEMENT IN HEALTH SYSTEMS



The framework proposes that good leadership and management at the operational level needs to have a balance of 4 areas:

1. Ensuring an adequate **number** of managers at all levels of the health system
2. Ensuring managers have appropriate **competences**
3. Creating better critical management **support systems**
4. Creating an enabling **working environment**

WHO's Health Systems Strategy Framework

SYSTEM BUILDING BLOCKS

SERVICE DELIVERY

HEALTH WORKFORCE

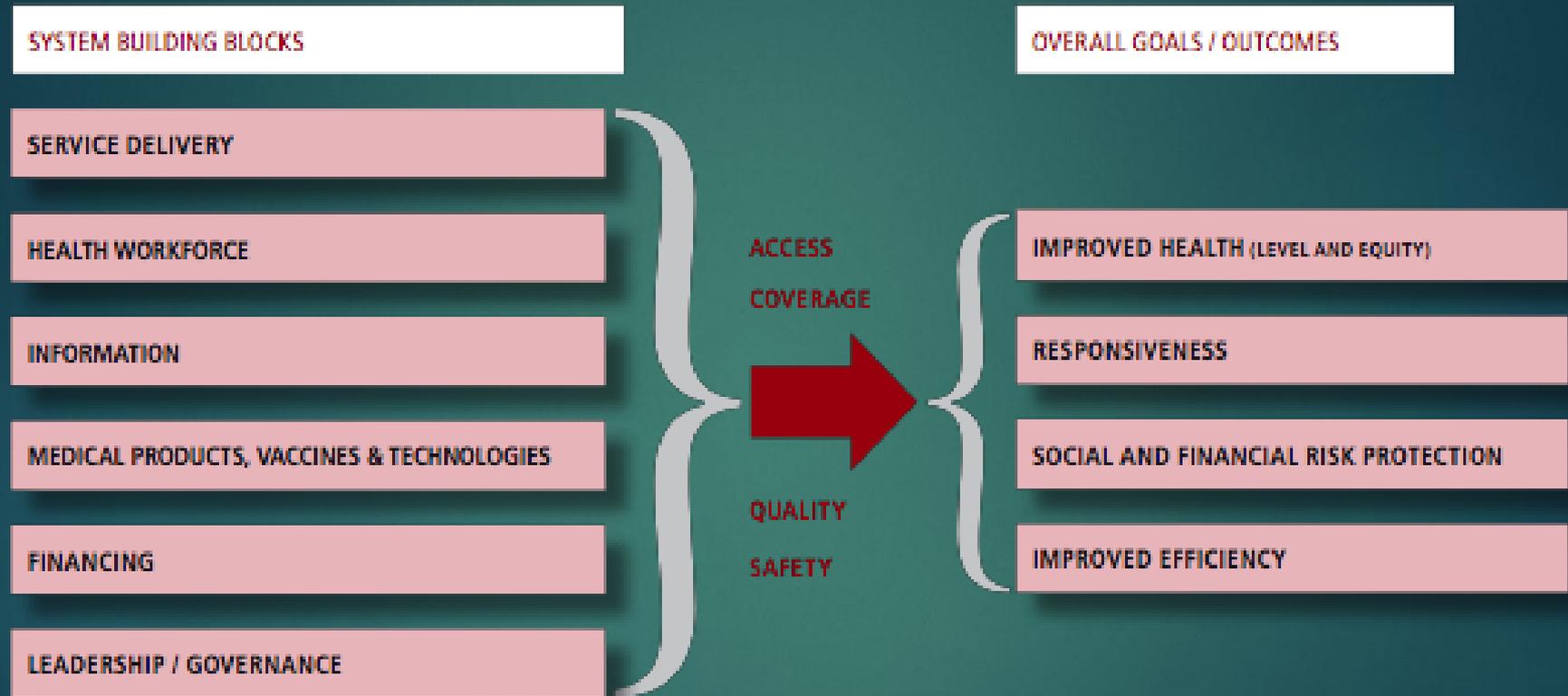
HEALTH INFORMATION SYSTEMS

ACCESS TO ESSENTIAL MEDICINES

FINANCING

LEADERSHIP / GOVERNANCE

THE WHO HEALTH SYSTEM FRAMEWORK



THE SIX BUILDING BLOCKS OF A HEALTH SYSTEM: AIMS AND DESIRABLE ATTRIBUTES

WHO, 2007

MANAGEMENT



GETTING THINGS DONE THROUGH
PEOPLE. IT INVOLVES

- a) deciding what needs to be done
- b) leading others in doing it
- c) making sure it has been done
- d) improving it further

**IN ORDER TO ACHIEVE WORTHWHILE
RESULTS.**

What Is Management?

▶ Managerial Concerns

▶ Efficiency

▶ “Doing things right”

▶ Getting the most output for the least inputs

▶ Effectiveness

▶ “Doing the right things”

▶ Attaining organizational goals



Why Study Management?



- ▶ The Value of Studying Management
 - ▶ The universality of management
 - ▶ Good management is needed in all organizations.
 - ▶ The reality of work
 - ▶ Employees either manage or are managed.

Why Study Management?



- ▶ The Value of Studying Management
 - ▶ Rewards and challenges of being a manager
 - ▶ Management offers challenging, exciting and creative opportunities for meaningful and fulfilling work.
 - ▶ Successful managers receive significant monetary rewards for their efforts.

Universal Need for Management



MANAGEMENT



THE MANAGERIAL ASPECT REFERRED TO EARLIER CAN BE DIVIDED INTO FIVE BASIC FUNCTIONS WHICH IS NOTHING ELSE BUT A PROCESS OF WORK, THAT SHOULD BE APPLIED NO MATTER WHAT YOU ARE DOING IN YOUR LIFE ETC.

MANAGEMENT



The five basic functions of management are:

PLANNING –one of the most important part if not the most important part of management.

You need to know where you are going if you want to get there, so it is very important that you plan your path very well.

Planning is necessary if you want to go on with other four functions.

Make sure you know exactly what you want to do and how you are going to do it!

MANAGEMENT



The five basic functions of management are:

PLANNING – entails deciding how the set objectives of the organization should be achieved

Planning is necessary to ensure proper utilization of human & non-human resources.

It is an intellectual activity and it also helps in avoiding confusion, uncertainties, risks, wastage etc.

MANAGEMENT



ORGANIZING – it is the process of bringing together physical, financial and human resources and developing productive relationships amongst them for achievement of organizational goals.

It involves putting the plans into ‘practice’, so arranging the work to be performed that the objectives will be achieved as laid down in the plans

MANAGEMENT



ORGANIZING – in this function you need to organize everything you are going to do.

You need to gather the resources, you need to know what kind of people you need for this job and similar things.

You decide what sort of people you need for this job, but not who you are going to recruit.

Organizing....

- ▶ To organize an enterprise involves determining & providing human and non-human resources to the organizational structure.
- ▶ Organizing as a process involves:
 - ▶ Identification of activities.
 - ▶ Classification and grouping of activities.
 - ▶ Assignment of duties.
 - ▶ Delegation of authority and creation of responsibility.
 - ▶ Coordinating authority and responsibility relationships.

FUNCTIONS OF MANAGEMENT

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STAFFING: This is the function of **manning** the organization structure and keeping it **manned**.

- ▶ Staffing has assumed greater importance in the recent years due to advancement of technology, increase in size of businesses/organizations, complexity of human behavior etc.

FUNCTIONS OF MANAGEMENT

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STAFFING:

- ▶ You recruit people in this function.
- ▶ You need to decided “who” you are going to hire for achieving your goal and you need to prepare them and explain to them your goals.
- ▶ You need to make sure you hire the right people for what you have planned.

STAFFING involves:

- ▶ Manpower planning (estimating man power needs).
- ▶ Recruitment, selection & placement.
- ▶ Training & development.
- ▶ Remuneration.
- ▶ Performance appraisal.
- ▶ Promotions & transfer.

FUNCTIONS OF MANAGEMENT

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- ▶ Once you have explained to them what you want them to do, comes the fourth basic function of management, **Leading** or **Directing**.
- ▶ Now you have to lead your people through the process and help them, to help you, to achieve the goals you have set in the first function. Remember to motivate them well enough, otherwise they will not give you their best

DIRECTING/LEADING ...

This has the following elements:

- ▶ Supervision
- ▶ Motivation
- ▶ Leadership
- ▶ Communication

DIRECTING/LEADING ...

Supervision- implies overseeing the work of subordinates by their superiors.

▶ It is the act of watching & directing work & workers.

Motivation- means inspiring, stimulating or encouraging the subordinates with zeal to work.

▶ Positive, negative, monetary, or non-monetary incentives may be used for this purpose.

DIRECTING/LEADING ...

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Leadership- may be defined as a process by which a manager guides and influences the work of subordinates in a desired direction.

Communication- is the process of passing information, experience, opinions, etc from one person to another.

► It is a pre-requisite for understanding.

▶ CONTROLLING/MONITORING

- ▶ And last but not least is the fifth basic function of management, that is controlling.
- ▶ You have to make sure how the process went in order to improve it in the future.
- ▶ You need to get feedback of your work and this is what the last function is all about.

FUNCTIONS OF MANAGEMENT

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- ▶ **CONTROLLING/MONITORING** implies measurement of accomplishment against standards and correction of deviation if any to ensure achievement of organizational goals.
- ▶ The purpose of controlling is to ensure that everything occurs in conformity with the set standards.
- ▶ An efficient system of control helps to predict deviations before they actually occur.

Controlling/Monitoring has the following steps:

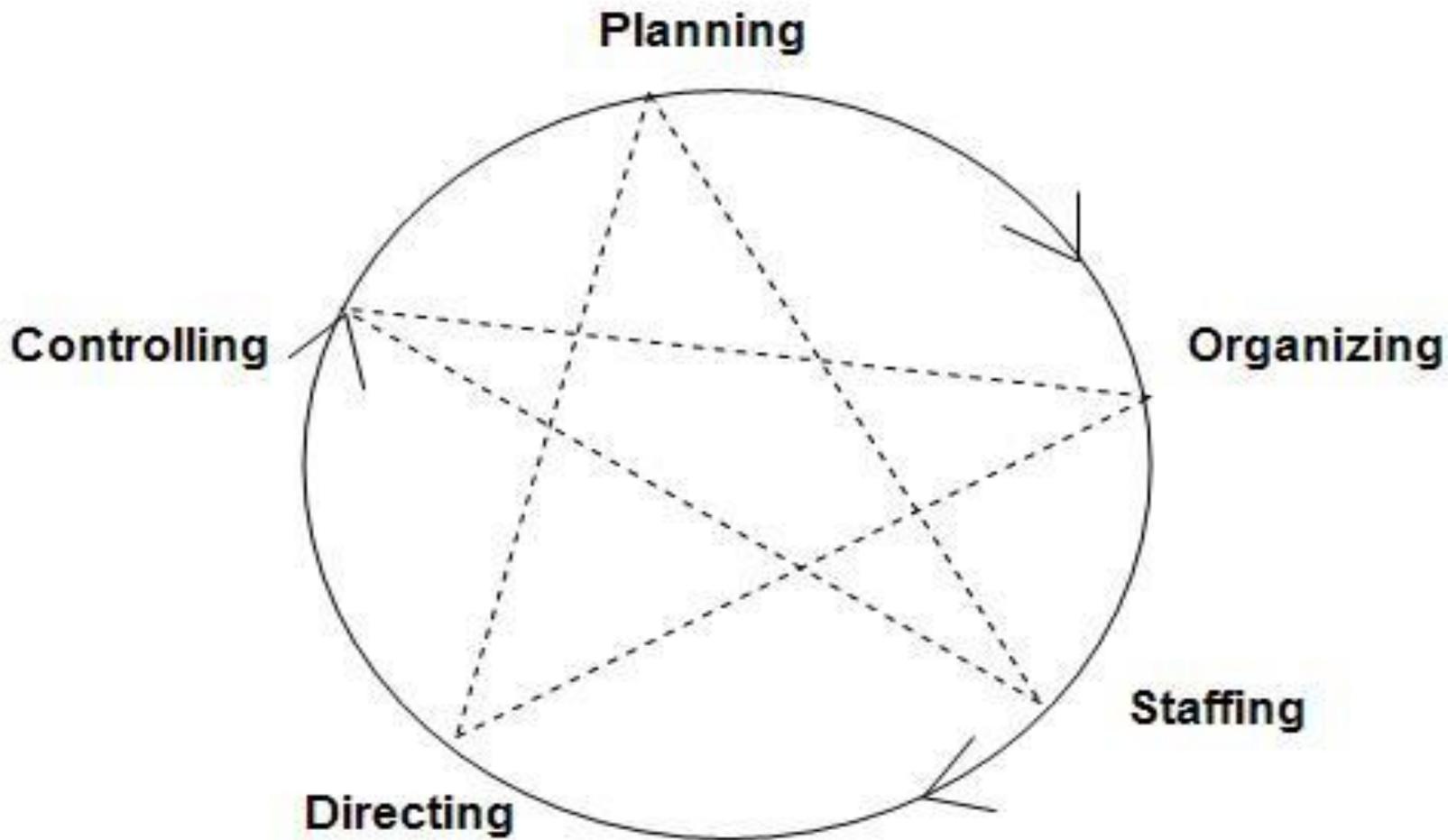
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- ▶ Establishment of standard performance.
- ▶ Measurement of actual performance.
- ▶ Comparison of actual performance with the standards and finding out deviation if any.
- ▶ Corrective action.

MANAGEMENT



- All the five basic functions are concerned with achieving objectives (or goals an organization aims to achieve).
- The attainment of objectives is the principle reason for the existence of that particular organization.



Basic Functions of Management

Each function blends into the other & each affects the performance of others

MANAGERS



- A role is the organised sets of behaviour associated with a position.
- People who manage have formal authority over the unit they command and this leads to a special position of status in the organisation.
- As a result of this formal authority and status the functions of management can be seen as set of ten interrelated roles which can be divided into three groups:

MANAGERS



A) **INTERPERSONAL ROLES** – DEALING WITH THE MAINTENANCE OF RELATIONSHIPS WITHIN AND OUTSIDE THE ORGANIZATION

B) **INFORMATIONAL ROLES** – DEALING WITH THE GATHERING AND PROVISION OF INFORMATION, AGAIN WITHIN AND OUTSIDE THE ORGANIZATION

C) **DECISIONAL ROLES** - DEALING WITH ORGANIZATIONAL AND OPERATIONAL PROBLEMS AND DIFFICULTIES

Interpersonal roles

- ▶ **Figurehead** – formal, representational and symbolic duties
- ▶ **Leader** – relationship with subordinates – motivating, communicating, coaching, etc
- ▶ **Liaison** – contacts with others outside work unit, for assistance, information, etc

Informational



- ▶ **Monitor** – ensuring acquisition of information necessary for work
- ▶ **Disseminator** – distributing information throughout organization and outside
- ▶ **Spokesperson** – formal provision of information on behalf of organization

Decisional

- ▶ **Entrepreneur** – Initiating, developing and facilitating change and innovation
- ▶ **Disturbance handler** – trouble-shooting problems as and when they arise
- ▶ **Resource allocator** – distributing and arranging use of resources (staff, finance, materials and time)
- ▶ **Negotiator** – representing organization in negotiations within area of responsibility

**Formal
Authority
And status**



**Interpersonal
roles:**

**Figurehead
Leader
Liaison**

**Informational
roles:**

**Monitor
Disseminator
Spokesperson**

**Decisional
Roles:**

**Entrepreneur
Disturbance handler
Resource allocator
Negotiator**

Leadership



- Leadership is essentially a relationship through which one person influences the behaviour or actions of other people.
- It is the capacity to secure the willing support of people in the achievement of the organization's worthwhile goals.
- Leadership does not necessarily take place within the hierarchical structure of the organization.

LEADERSHIP



= The ability to move an organization from current to future states, create visions, instil commitment to change, etc. Four elements of good and effective leadership are:

- a) the development of a vision
- b) communication of that vision
- c) building of trust in others
- d) having confidence in oneself to achieve success

“The only definition of a leader
is someone who has followers.”

Peter Drucker



Leadership Vs Management



Leadership differs from management in a sense that:

1. While managers lay down the structure and delegate authority and responsibility, leaders provide direction by developing the organizational vision and communicating it to the employees and inspiring them to achieve it.

Leadership Vs Management

Leadership differs from management in a sense that:

2. While management includes focus on all five functions; leadership is mainly a part of directing function of management.
- ▶ Leaders focus on listening, building relationships, teamwork, inspiring, motivating and persuading the followers.

Leadership Vs Management

3. While a leader gets his authority from his followers, a manager gets his authority by virtue of his position in the organization.
4. While managers follow the organization's policies and procedure, the leaders follow their own instinct.

Leadership Vs Management

5. Management is more of science as the managers are exact, planned, standard, logical and more of mind.

▶ Leadership, on the other hand, is an art.

▶ In an organization, if the managers are required, then leaders are a must/essential.

Leadership Vs Management

6. While management deals with the technical dimension in an organization or the job content; leadership deals with the people aspect in an organization.

Leadership Vs Management

7. While management measures/evaluates people by their name, past records, present performance; leadership sees and evaluates individuals as having potential for things that can't be measured, i.e., it deals with future and the performance of people if their potential is fully extracted.

Leadership Vs Management

8. If management is reactive, leadership is proactive.
9. Management is based more on written communication, while leadership is based more on verbal communication.

Leadership Vs Management

- ▶ The organizations which are over managed and under-led do not perform upto the benchmark.
- ▶ **Leadership accompanied by management sets a new direction and makes efficient use of resources to achieve it.**
- ▶ Both leadership and management are essential for individual as well as organizational success.

Leadership: A Facet of Management



- ▶ Managers think incrementally
- ▶ Leaders think radically “
- ▶ Managers do things right, while
- ▶ Leaders do the right thing” (Pascale)
- ▶ Managers follow the rules; Leaders follow their intuition
- ▶ Leaders stand out by being different.
- ▶ They question assumptions and are suspicious of tradition.
- ▶ They seek out truth and make decisions based on fact not prejudice
- ▶ Leaders are observant and sensitive people. They know their team and develop mutual confidence within it (Fenton)

Management Vs Leadership

Management Vs Leadership

Coping with Complexity



Coping with change

Planning and Budgeting



Setting a Direction

Organizing and Staffing



Aligning People

Controlling and Problem solving



Motivating People

Replacement Planning



Career Development of Potential leaders

| | | |
|-------------------|--------------------------|-------------------------|
| Subject | Leader | Manager |
| Essence | Change | Stability |
| Focus | Leading people | Managing work |
| Have | Followers | Subordinates |
| Horizon | Long-term | Short-term |
| Seeks | Vision | Objectives |
| Approach | Sets direction | Plans detail |
| Decision | Facilitates | Makes |
| Power | Personal charisma | Formal authority |
| Appeal to | Heart | Head |
| Energy | Passion | Control |
| Dynamic | Proactive | Reactive |
| Persuasion | Sell | Tell |
| Rules | Breaks | Makes |
| Likes | Striving | Action |
| Risks | Takes | Minimizes |
| Conflict | Uses | Avoids |
| Direction | New roads | Existing roads |
| Credit | Gives | Takes |
| Blame | Takes | Blames |