



Alliance for
Continuing Education
in the Health Professions

Leadership Series

An Effective leader



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Define effectiveness?



- Make an organization sustain and grow
- Meeting the needs of all stakeholders (customers, regulators, employees)

How can one be effective?



- Make effective decisions
- Build and reinforce a culture that helps the organization and its people be successful & grow
- Engaging and encouraging the employees
- By executing strategies well

Think of your own organization. How are leaders being effective?

- Making the right decisions
- Through culture
- Engaging employees and colleagues
- Executing great strategies

- 20th century saw a rise in trait theories
- Focused on personality – how it drives behavior, performance and effectiveness (Ackerman, 2019; Van Theil, 2018)
 - “A stable, organized set of psychological traits and mechanisms of the human being that influences their interactions with and modifications to the psychological, social and physical environment surrounding them.”
(Larsen & Buss, 2018)

Primary Constituents of Personality



Figure 1: The Big Five Model of personality. (Adapted from: Ackerman, 2019; van Thiel, 2018)

Performing Organizations



- Efficient
- Productive
- Competitive
- Sustainable

Leaders

- Conceive a vision
- Develop strategy
- Drive and measure performance
- Model behavior that reinforces culture
- Coach and empower employees

Four Frames of Leadership



Structural frame ●



Symbolic frame ●



Political frame ●



Human resources frame ●

Bollman & Deal 2008

Structural frame: Sociology and management science- organization is a factory comprised of several structural elements that fit its environment and technology

Symbolic frame: Social and cultural anthropology- organization is a social group, theater, carnival in which actors play different roles and audience forms an impression

Political frame: Political science- organization is a jungle or an arena where power is contested. Has different interest groups competing for power and resources

Human resource frame: Psychology – organization is an extended family made up on individuals with needs, emotions, skills and limitations and relationships. Empowerment of people is key.

Five types of followers (Novikov, 2016)

- Effective follower
- Conformist
- Passive follower
- Alienated follower
- Pragmatic survivor

The quality of relationship between leaders and followers is a **predictor** of performance and efficiency (Leader- member exchange theory)

Polling Question

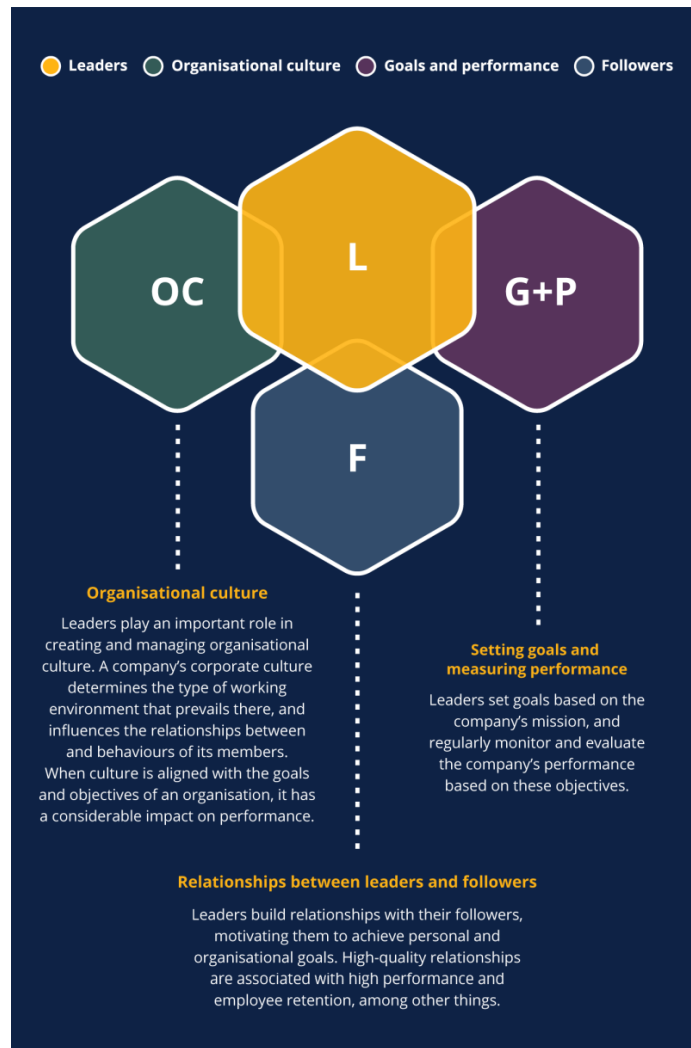


Which of the five follower styles do you see in your teams?

- Effective follower
- Conformist
- Passive follower
- Alienated follower
- Pragmatic survivor

How do you adapt your behaviors

Effectiveness of performance



“Organizations are instruments of purpose.” (March & Sutton, 1997)

Performance measured as to what extent the purpose and its objectives are achieved.

- Benchmarking
- Continuous Quality Improvement
- Balanced Scorecard
- Prism Model

Organizational Performance

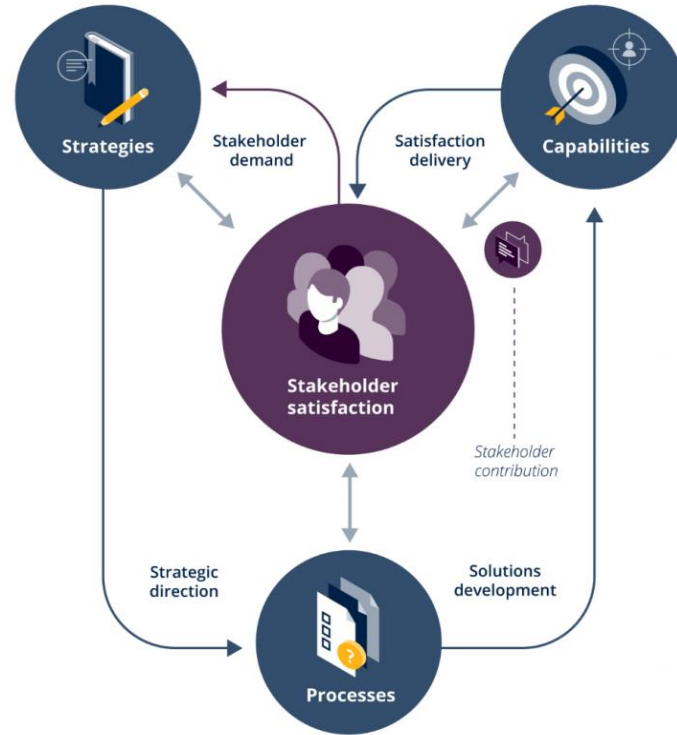


Figure 3: The performance prism. (Adapted from: Neely, Adams, & Crowe, 2001)



The four mindsets

- The explorer
- The Chef
- The servant
- The global citizen

The five skills

- The Futurist
- Yoda
- The Translator
- The Coach
- The Technology Teenager