

# LÃNH ĐẠO ( LEADERSHIP)

PGS, TS LÊ HOÀNG NINH  
VIỆN VỆ SINH Y TẾ CÔNG CỘNG

# ĐỊNH NGHĨA

- Leadership is a word covering the human dimension of activities which initiate and foster the process of change
- Includes issues such as nature, cultivation of vision and values
- Understanding why change is needed, how it occurs, the role of leadership in managing and motivating change, importance of shared responsibilities

# CHỨC NĂNG CỦA LÃNH ĐẠO

1. Conceptualizing/ understanding vision
2. Projecting/ communicating vision in own context
3. Initiating change/guiding change
4. Mobilizing commitment and support for change
5. Managing change-resolve conflicts and issues
6. Building of trust
7. Building sustainability-developing others
8. Confidence in one's vision and oneself

# Leadership in management

- Setting goals and objectives
- Obtaining the commitment of others to reaching them
- Require not only the manager's basic ability but in addition the capacity to motivate, enthuse, energize them to work well and willingly towards goals in which they believe
  - "THE CAPACITY TO SECURE THE WILLING SUPPORT OF PEOPLE IN ACHIEVEMENT OF THE ORG.'S WORTHWHILE"
- Depend on the exercise of interpersonal influence
- The proactive approach : taking responsible initiatives to change situaion and attitudes through the people is essence of leadership in management

# Leadership responsibilities at different levels

- Different leadership functions evolve according to the leader position and nature of change sought
- Central level
- Intermediate level
- Community level

# DEVELOPING A VISION

- Organizational vision: view of future which leader has committed his energies and enthusiasm to achieving
- Vision statements are important ? : simply and clearly so that reflects the essence of what is required and is not diluted by various conditions and details
- Mission statement: what business are we in?
- Visions are derived from ? : analysis of the past, present and future

# COMMUNICATING THE VISION

- For the people know that the org. is trying to do they will be more likely to:
  - Work in team together in a spirit of cooperation
  - Set local and personal targets that relate to the vision
  - Handle conflict more constructively

# COMMUNICATING THE VISION

## 1. Verbal communication

Sender -----> receiver

Double messages filter

- a) filters: prejudices ; attitudes; expectations; self image
- b) Double message: body, tone, voice



# COMMUNICATING THE VISION

## ■ 2. Non-verbal behaviors:



- Eyes, head and shoulder, mouth, body arms

- The most important aspects are:

- Eye contact
- Smile
- Position of head
- Body posture

- Empathy, trust, confidence...

# LEADERSHIP AND MANAGEMENT FRAMEWORK

1. Adequate number of managers
2. Appropriate competences: ( K, A,S and behaviors)
3. Enabling working environment ( role, responsibilities, org. context and rule, supervision..)
4. Functional support system ( manage money, staff, information supplies...

# Ensuring adequate numbers

- A health manager: is someone who spends a substantial proportion of his/her time managing:
  - Volume and coverage of service ( planning, implementation and evaluation)
  - Resources : staff, budgets, drugs, equipments, buildings, information
  - External relation and partners including service users
- **“ when we talk about manager, it is like a hat which fits all the heads”**

# Appropriate competences

- “ we have learned the expensive way that training on its own does not solve management problems ”

# Functional critical support system

- The main support system are:
  - Planning
  - Financial management
  - Information/monitoring
  - Human resource management
  - Management: stock, assets ( drugs, building, vehicles, equipment)
- “ health centers in one country had to record 11 full sheets of data every working day. This took on staff member who had other clinical tasks up to 8 hours a day “

# Creating an enabling working environment

- The immediate working environment (within health sector)
  - The wider working environment
  - The broad cultural, political and economic context
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- “ We can’t wait until we have a perfect world to do something ”

# GOOD PRACTICE PRINCIPLES FOR LEADERSHIP AND MANAGEMENT

- Health outcomes
- Evidence based
- Aligned
- Long term
- Transformational
- Harmonized