

International Trends in Public Health Leadership- HSC 512

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Leaders and Leadership

Are leaders born or made?

We often hear of a person being a “natural born leader.” Is there such a thing?

Leaders are people who do the right things

Managers are people who do things right

Comparison of Leaders & Managers

Subject	Leader	Manager
Essence	Change	Stability
Focus	Leading people	Managing people
Have	Followers	Subordinates
Horizons	Long-term	Short-term
Seek	Vision	objectives

Leaders and Managers

Subject	Leaders	Managers
Style	Transformational	Transactional
Exchange	Excitement for work	Money for work
Likes	Striving	Action
Wants	Achievement	Results
Risks	Takes	Minimizes
Rules	Breaks	makes

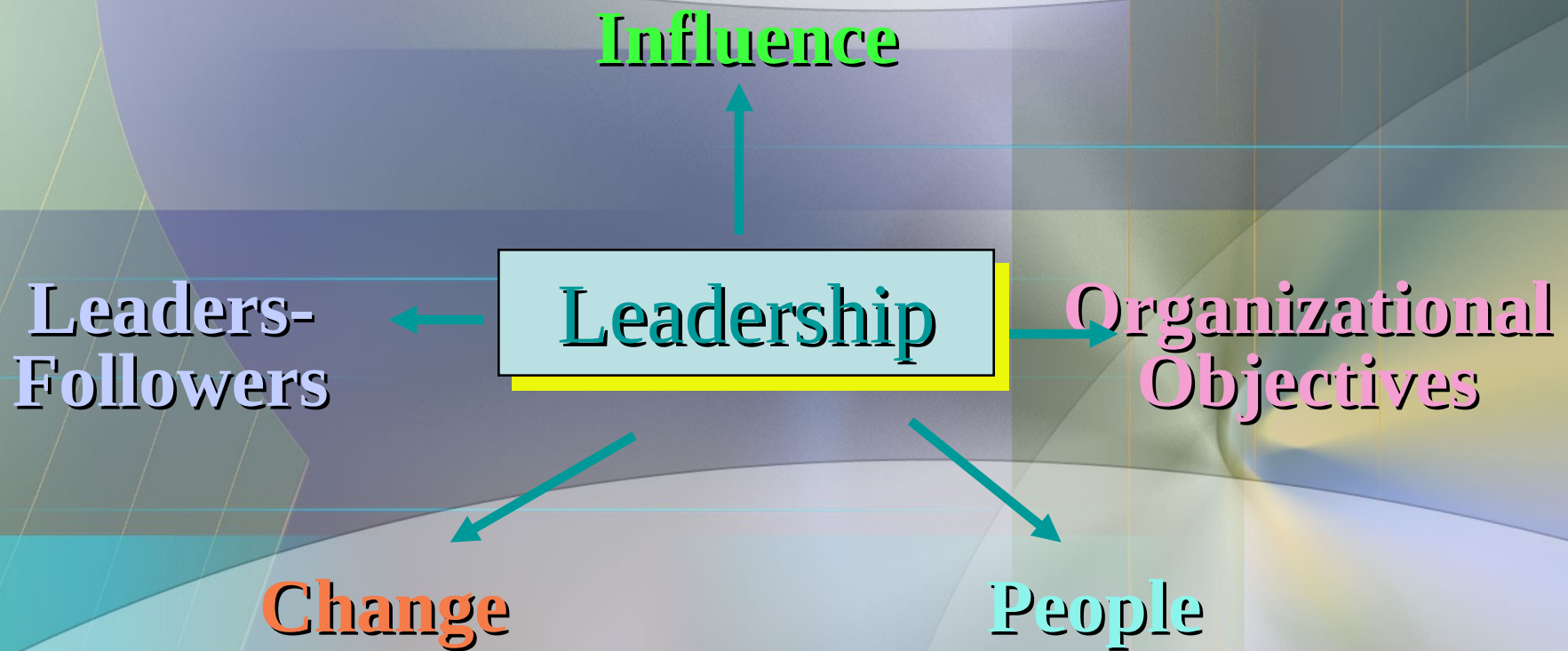
Leaders and Managers

Subject	Leaders	Managers
Conflict	Uses	Avoids
Direction	New Roads	Existing Roads
Truth	Seeks	Establishes
Concern	What is right	Being right
Credit	Gives	Takes
Blame	Takes	Gives

Leaders and Managers

Subject	Leaders	Managers
Approach	Sets direction	Plans detail
Power	Personal charisma	Formal authority
Appeal to	Heart	Head
Energy	Passion	Control
Dynamic	Proactive	Reactive
Persuasion	Sell	Tell

Key Elements of Leadership



The 4 Leadership Theory Classifications Include:

Trait

Contingency

Behavioral

Integrative

Leadership the Competing Roles

Flexibility

Domain: The Organization	Domain: The Future
Demand: People	Demand: Innovation
Role: The Motivator	Role: The Vision Setter
Internal Focus	External Focus
Domain: The Operating System	Domain: The Market
Demand: Efficiency	Demand: Performance
Role: The Analyzer	Role: The Task Master

Stability

Transformational Leadership goes Beyond Transactional Leadership

Transactional Leadership

- Motivating for performance at expected levels.
- Initiating structure to clarify roles and tasks.
- Stressing the link between reward and goal achievement.
- Uses agreed upon performance to motivate.

Transformational Leadership

- Motivating for performance beyond expectations
- Inspiring for missions beyond self-interest.
- Instilling confidence to exceed expected performance

Performance beyond expectations

Blue Ocean Strategy (Kim & Mauborgne, 2005)

- **Red Ocean Strategy**
 - **Competing in existing markets**
 - **Beat the competition**
 - **Exploit existing demand**
 - **Align the whole system of firm's activities with its average choice of differentiation or low cost**
- **Blue Ocean Strategy**
 - **Create uncontested market space**
 - **Make the competition irrelevant**
 - **Create and capture new demand**
 - **Align the whole system of the firms activities in pursuit of differentiation and low cost**