



BEST PRACTICES AND INNOVATIVE STRATEGIES FOR REMARKABLE EXCELLENCE IN LEADERSHIP

Dr. A.Malyadri*	Post Graduate Student, Department of Hospital Administration, Narayana Medical College and Hospital, Nellore. *Corresponding Author
Dr. G. S. C. N. V Prasad	Professor, Department of Hospital Administration, Narayana Medical College and Hospital, Nellore.
Dr. P. V. Susheel Kumar	Assistant Professor, Department of Hospital Administration, Narayana Medical College and Hospital, Nellore.
Dr. MD Sameer	Assistant medical superintendent, Mahavir Institute of Medical Sciences, Telangana.
Dr. D. Yuva Anvesh	Post Graduate Student, Department of Hospital Administration, Narayana Medical College and Hospital, Nellore.

ABSTRACT

The importance of leadership cannot be overstated in an environment where the goal is that every person will achieve at high levels. In effective educational environment, leadership capacity is developed and supported at every level. The issue of leadership styles has recently attracted the attention of the general public and people are exerting energies into research to find its courses and effects. Excellence can be imparted only when an individual adopts the policies with consistent and clear communication collaboratively and helping to set up a framework to achieve goals which are specific, measurable, attainable, relevant and time bound. Also, the excellence involves the practice of planning, evaluation, coordination and improvement of self which is a never ending process in leadership. Primarily the study was to assess the effective practices of leadership that shall enhance the quality of excellence. The present article highlights the aims and objectives, methodology, leadership styles, limitations and conclusions with better practices and innovative strategies for excellence in leadership.

KEYWORDS : Best practices in leadership, Leadership excellence, Leadership styles.

INTRODUCTION:

According to Peter DeLisle, leadership is the ability to influence others, with or without authority. Leadership is the ability to develop a vision that motivates others to move with a passion toward a common goal. Leadership is the art of getting someone else to do something you want done because he wants to do it. All successful endeavors are the result of human effort, thus, the ability to influence others is a derivation of interpersonal communications, conflict management, problem solving and decision making¹.

Ingredients to excel in leadership are:

- Commitment and Optimism
- Social awareness empathy
- Service orientation
- Leveraging diversity
- Political awareness
- Social skills influence
- Change catalyst
- Conflict management
- Building bonds
- Team capabilities²

Excellence of Leadership in Simple words:

Excellence in leadership will happen only if you assume:

- a) That everything that happens to you results in a situation that is in your control
- b) That the attitude you convey is what you are judged on
- c) That what you think and do in your private life is what you will reap in your public or corporate life.
- d) If you never meet a challenge, you will never find out what you are worth³

Aim of the study:

The quality of the leadership does not build only by teaching and learning in the closed rooms, but actually evolves during the processes of dealing with realistic situations in a defined

problem. Therefore, the present study aimed to assess the effective practices of leadership that shall enhance the quality of excellence.

Objectives of the study:

- 1) To focus on the important strategies of teaching in improving leadership by innovative methods.
- 2) To understand the concept of vital and hidden aspects in uplifting team players as a effective leader towards excellence.
- 3) To understand the effective leadership indicators of excellence with special focus on hospital administration.

Methodology of the study:

Normative survey method was applied to the study. A sample is a small proportion of the population selected for observation and analysis. The sample selected will be some individuals who would represent the whole population. The sample was selected randomly and systematic survey is conducted according to the questionnaire designed. The tool used for the purpose of scoring each question had to answered with a 'yes' or 'no'. Each 'yes' was given one point and 'No' was given zero with respect to a particular question and then the 'yes' and 'no' and further the percentage were calculated. The collected data was statistically analysed by IBM SPSS 25.0.

Leadership and Hospital administration: It includes visible and hidden aspects.

a) Visible aspects:-

- Strategies
- Objectives
- Hospital policies and procedures
- Formal authority
- Chains of command

b) Hidden aspects:

- Attitudes

- Perceptions
- Employees norms
- Informal interactions
- Interpersonal skills
- Solving intergroup conflicts^(4,5)

Important aspects in Leadership and Hospital administration:

- Improving self awareness
- Improving self regulation
- Improving motivation
- Ability to show empathy
- Practicing the Golden Rule — treat others the way you want to be treated in all situations.

Foundation for achieving sustainable excellence: (Figure:1)

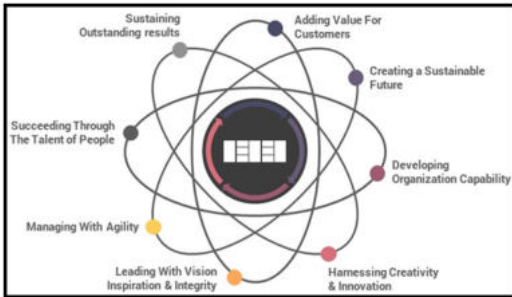


Figure: 1 Foundation for excellence

Assessment strategies to implement – a daily routine to excel are:

- Plan assessment
- Train the participant
- Conduct the assessment
- Agree priorities
- Develop action plan
- Monitor progress

Principles of excellence and Hospital Administration:

- Leadership
- Planning
- Customer Focus
- People focus
- Process management
- Supplier or partner focus

Seven transformations required to excel in Administration are:

Opportunist, Diplomat, Expert, Achiever, Individualist, Strategist and Alchemist.(Table: 1)

Table: 1 Various transformations in hospital administration

Action Logic	Qualities and Capabilities
Opportunist	Focus on winning at any price Manipulative, impulsive
Diplomat	Avoids Conflict Respects existing norms
Expert	Values expertise and logic Seeks efficiency
Achiever	Effectively achieves goals though teams
Individualist	Integrates personal and organizational values and goals
Strategist	Understands interdependencies among systems. Leads with combination of "fierce resolve and humility".
Alchemist	Creates opportunities for transformation Simultaneous focus on short and long term

Indicators of leadership and excellence in Administration: (Table: 2)

Table: 2 Levels of leadership in administration

Level 5	Pinnacle	Leadership at its highest level - People follow because of who you are and what you represent
Level 4	People development	People follow because what you have done to them
Level 3	Production	People follow because what you have done to the organization
Level 2	Permission	People follow because they want to
Level 1	Position	People follow because they have to

Styles of Leadership in excellence:

S1 – Directing:

This is the phase where you tell people what they have to do and how to do it exactly. This is the phase of the almighty boss who provides the what, how, why, when and where. It is

- Associated with autocratic leaders
- Leaders makes all decisions without consulting subordinates.

S2 – Coaching:

In this phase, the individual has already acquired some skills but they are not fully developed. In addition to tasks here, we also focus on supporting the individual to improve their skills and deepen the connection and trust between them and the leader. This is the basis of creating strong commitment in the future. Here,

- Leader is more receptive to input and feedback from subordinates than S1.
- They "sell" their ideas and plan to their subordinates to obtain their cooperation.

S3 – Supporting:

This phase comes naturally after coaching. In this phase team members are already competent in their skills but somewhat inconsistent in their performance and not very committed to the end goal of the team.

Example: Winning, testing all bugs, delivering software on time.

- Leader participates in decision making, but most decision made by the team.
- Often appear to be "quiet".

S4 – Delegating:

This is the end phase in which we have individuals with strong skills and strong commitment. They are able to work on their own. The job of the leader here is to monitor progress and still be part of some decisions. What I have seen people who I believe were delegating do is mostly reaffirm the decisions taken by the team. Here,

- Leader provides minimal direction and guidance.
- More concerned with vision than day to day^(2,5). (Figure: 2)

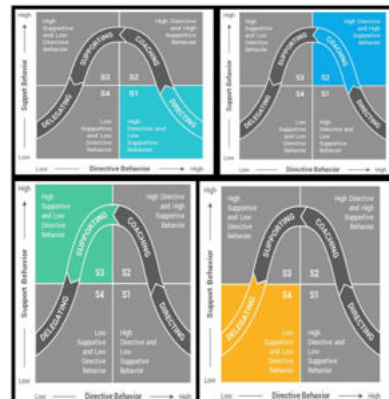


Figure: 2 Different styles in Leadership

Development of a leader to leader of excellence: (Table: 3)

Table: 3 Development Level of the Individual

Low	D1	Enthusiastic Beginner: Low Competence High commitment
Moderate	D2	Disillusioned Learner: Some competence Low commitment
Moderate	D3	Capable but cautious performer: Moderate competence Variable commitment
High	D4	Self-reliant achiever: High competence High commitment

Different stages of Leadership:

Stage 1: Forming

Here, the leader responsibilities are:

- a) Define team's purpose
- b) Establish the relative priority of that purpose
- c) Identify initial steps to be taken

Stage 2: Storming

Here, the leader responsibilities are:

- a) Recognize progress done
- b) Acknowledge problems and challenges
- c) Coach, teach and explain

Stage 3: Norming

Here, the leader responsibilities are:

- a) Facilitate targeted problem solving
- b) Articulate the benefits of enhanced collaboration among hospital staff
- c) Use open-ended questions to increase team involvement

Stage 4: Performing

Here, the leader responsibilities are:

- a) Be available at all times
- b) Listen and ask reflective questions
- c) Trust team to execute against charter ^(2,7) (Figure: 3)



Figure: 3 Stages of Leadership

Limitations of the study:

- 1) The questionnaire and the modules designed by one researcher may have subjective bias with other due to the opinion/ perception depends on the knowledge, experience, need and education background of the particular individual.
- 2) The sample size in the study reflects only part of the population of the hospital but there is a scope for another study for enhancement beyond the premises of the study location.

Conclusion and Recommendations:

- a) For an effective administration of a hospital, the leader should make every setback an opportunity as per the mission and vision of the hospital
- b) Monitor progress, Set directions, set expected achievements for each staff/ group

- c) The leader shall only excel when he become the person he wants to be. Dress like that person, talk like that person, act like that person, write like that person, and that will be you.
- d) Acting like a mirror: communication is a holistic concept, whatever we do convey something, it defines about us and especially about organization. Manage every task in an orderly fashion.

Conflicts of interest: There are no conflicts of interest

Financial Support: Nil

REFERENCES:

- 1) Fairman, J. C., and Mackenzie, S. V. 2015. How teacher leaders influence others and understand their leadership. *International Journal of Leadership in Education*.18: 61–87.
- 2) Raymond Suoseg Aruzie, Augustine Adjei, Daniel Adjei Mensah, Irene Nkansah, Akua Agyekum Anorkyewaa and Bernard Opuku Frimpong. The impact of leadership styles on teaching and learning outcomes: A case study of selected senior high schools in the Nkronza districts of brong ahafo region in Ghana. *International journal of scientific research and management*. 2018; 6(12):797-825.
- 3) Suman Dalal and Sarla Rani. A study of leadership quality in teaching profession. *International Journal of Scientific and Research Publications*. 2013;3(11):2250-3153.
- 4) Catherine Barrett and Robert Breyer. The Influence of Effective Leadership on Teaching and Learning. *Journal of Research Initiatives*. 2014;1(2):11-17.
- 5) Louis Langdon Warren. The Importance of Teacher Leadership Skills in the Classroom. *Education Journal*. 2021;10(1):8-15.
- 6) Lambert and Linda. Leadership Redefined: An Evocative Context for Teacher Leadership; *School Leadership and Management*. 2003;23(4):421-430.
- 7) Nurulain Hamzah, Mohd Asri Mohd Noor and Hamidah Yusof. Teacher Leadership Concept: A Review of Literature. *International Journal of Academic Research in Business and Social Sciences*. 2016;6(12):185-189.