

# Leadership and Motivation Among Health Care Staff

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## Formerly

- Chief Medical Advisor Maroof International Hospital, Islamabad, Pakistan
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# Leadership

**It is a process of establishing direction for a group, gaining members commitment and motivating them to achieve goals**

# The Meaning of Leadership

- **“ The behavior of an individual directing the activities of a group, towards a shared goal.” (Hemphill and Coons, 1957)**
- **“ The process of influencing the activities of an organized group towards goal achievement.” (Rauch & Behling, 1984)**
- **“ A process of giving purpose to collective effort and causing willing effort to be expected to achieve purpose.” (Jacobs & Jaques, 1990)**



**Paradigm Has shifted  
from Management to  
Leadership**

# Leadership Versus management

## **Leadership**

**Establish direction**

**Aligns People**

**Motivates and Inspires**

**Produces change often**

**To a dramatic degree**

***Manages Change***

## **Management**

**Plans and Budgets**

**Organizes and Staffs**

**Control and solve problems**

**Produces Predictability**

**and order**

***Manages Complexity***



# Nine Traits of Effective Leaders



**Flexibility**



# **Sensitivity to others**





**Intelligence**



**Stability**



**Self-Confident**



# **Dominance**



# High Energy

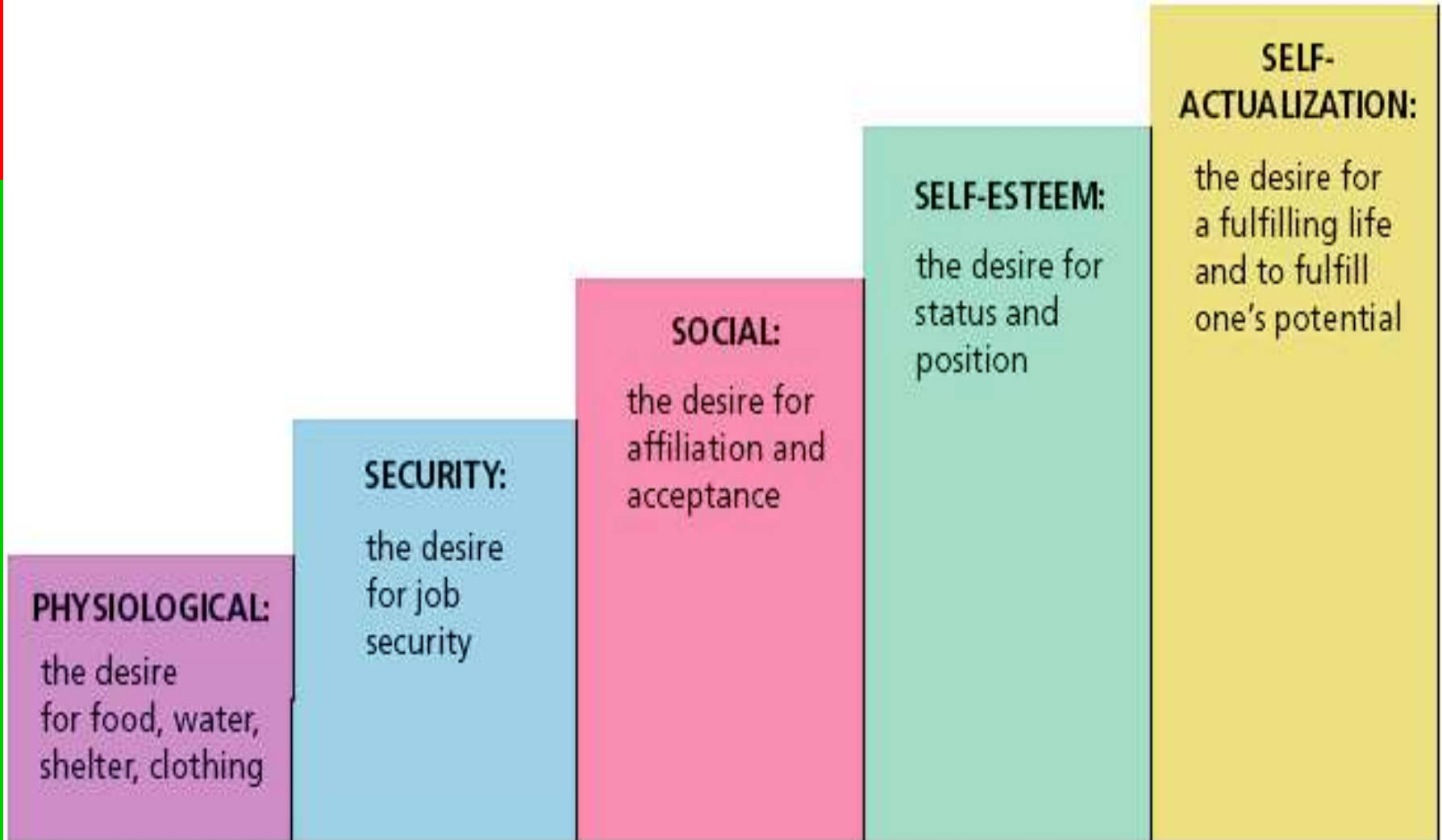


# **Locus of Control**



# Motivation

# Maslow's Hierarchy of Needs





# Motivation in Action: Ten Methods for Motivating Doctors and other Employees

- 1. Set Goals**
- 2. Use Pay for Performance**
- 3. Improve Merit Pay**
- 4. Use Recognition**
- 5. Use Positive Reinforcement**
- 6. Use Behaviour Management**
- 7. Empower Employees**
- 8. Enrich the Jobs**
- 9. Use Skill-Based Pay**
- 10. Provide Lifelong Learning**

# Positive Reinforcement Rewards

## •MONETARY

- Salary increases or bonuses
- Company-paid vacation trip
- Discount coupons
- Company stock
- Extra paid vacation days
- Profit sharing
- Paid personal holiday
- Movie/athletic event passes
- Free/discount airline tickets
- Discounts on company products or services
- Gift selection from catalogue

## STATUS SYMBOLS

- Bigger desk
- Bigger office or cubicle
- Exclusive use of fax machine
- Freedom to personalize work area
- Private office
- Cellular phone privileges
- On-line service privileges

**TABLE 12.2** *Order of Importance of Various Job Factors*

<b>JOB FACTORS</b>	<b>SURVEY OF EMPLOYEES</b>	<b>SURVEY OF BOSSES</b>
Full Appreciation of Work Done	1	8
Feeling of Being in on Things	2	10
Sympathetic Help on Personal Problems	3	9
Job Security	4	2
Good Wages	5	1
Interesting Work	6	5
Promotional Growth in Organization	7	3
Personal Loyalty to Employees	8	6
Good Working Conditions	9	4
Tactful Disciplining	10	7

**FIGURE 12-9**

**Source:** Several items under the job- and career-related category are from Dean R. Spitzer, "Power Rewards: Rewards That Really Motivate," *Management Review*, May 1996, p. 48.

# Exercise

All participants will participate in the exercise. Divide your self into two groups and devise a plan for motivating the WAPDA doctors, nurses and paramedics without putting burden on the existing budget and then make presentations.

**Any Questions**

**Thank You**