Leadership and Motivation Among Health Care Staff

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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
  
**Management**
- Plans and Budgets
- Organizes and Staffs
- Control and sole problems
- Produces Predictability
- 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

- **Physiological:**
  - the desire for food, water, shelter, clothing

- **Security:**
  - the desire for affiliation and acceptance

- **Social:**
  - the desire for status and position

- **Self-Esteem:**
  - the desire for a fulfilling life and to fulfill one’s potential

- **Self-Actualization:**
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

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

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