

## This week, Discussion 1:

asks students to conduct a search to find a healthcare leader. Based upon the reading from Chapter 5, students identify a leadership theory that best describes this individual's leadership style.

The evolution of leadership theory has an over 100-year history. In the early days, there was the "Great Man Theory" (Frates, 2014). In the twentieth century, a wide variety of theories have been conjectured. Early study focused on the traits, or personal characteristics of leaders. Researchers on trait leadership concluded that there are some underlying set of commonalities among great leaders. Later research shifted to explore actual leader behaviors in which researchers attempted to identify behaviors that differentiated effective leaders from non-effective leaders. The Michigan Leadership Studies, the Ohio State Leadership Studies, and the Managerial Grid are examples of behavioral approaches to leadership (Frates, 2014; Johnson, 2009; Robbins & Judge, 2015). Fiedler's Contingency Model, House's Path Goal Model, Vroom-Jago Leadership Model, Hersey-Blanchard's Situational Leadership, and Burns's Transactional/ Transformational Leadership have contributed to the construct of leadership in a substantive way. Built upon Burns's work, Bass (as cited in Robbin & Judge, 2015) devised a theoretical framework to studying two aspects of leadership – transformational leadership and transactional leadership – and further differentiated between these two types of leadership.

Although there is great controversy regarding the definition of leadership and approaches to studying the concept and theories of various leadership models, it is apparent that none of these theories has yet provided a completely satisfactory explanation. While not a single leadership paradigm has comprehensively treated the entire domain of leadership phenomenon, each has made unique contributions to the understanding of this complex construct of leadership. All theories combined provide a great deal of insights and principals from a wide spectrum of perspectives. The knowledge of leadership gained from these theories described in the required textbook by Frates (2014) is overly pragmatic, which can be applied to the real world situations for improving productivity, employee morale, employee retention, and profits. A leader is the one who has the capability of creating positive change for the betterment of others, the community, and society. Transforming an organization is a challenging and time-consuming task that requires collective resources, and yet leadership plays a major role in the success of organizational transformation. Opportunity creates leadership. Leadership creates opportunity. A successful transformation will highly depend on how the leaders apply learned knowledge and skills to mobilize human resources to embrace and make changes.

## Discussion 2:

Covers Debates on Organizational Power and Politics. Students are divided into two groups: Positive and Negative. Students create a YouTube video addressing the discussion questions associated with the group they were assigned. Students may create a multimedia to complete the task for this debate; however, please reach out to your instructor if you experience the technical issue. This Discussion asks: What are positive/negative impacts on an organization when its members exercise power and play political games within Mintzberg's Political Game Playing

framework? Give examples and/or your personal experiences regarding positive/negative impacts. In Table 6.1 Mintzberg's Power Game of the required textbook by Frates (2014), Mintzberg described 13 power games: Insurgency, Counter-insurgency, Sponsorship, Alliance-building, Empire-building, Budgeting, Expertise, Lording, Line vs. Staff, Rival Camps, Strategic candidates, Whistle-blowing, and Young Turks. Students may select at least one of the 13 power games to elaborate for this Discussion.

#### Additional resources

Get comfortable with teamwork conflict. Retrieved from  
<http://www.youtube.com/watch?v=pV15JvPwOOE>

Mark de Rond, professor at Cambridge's Judge Business School, explains how conflict can drive team performance.

Conflict styles. Retrieved from <http://www.youtube.com/watch?v=hv9FEuk4Mhk>

This video presents five different conflict styles and relates them to animals.

#### References:

Frates, J. (2014). Health care management: Theory in action. San Diego, CA: Bridgepoint Education, Inc.

Johnson, J. A. (2009). Health organizations: Theory, behavior, and development. Sudbury, MA: Jones and Bartlett Publishers.

Robbins, S. P., & Judge, T. A. (2015). Organizational behavior (16th ed.). Upper Saddle River, NJ: Prentice Hall.