Letter to Editor

IMPORTANCE OF LEARNING THE PUBLIC HEALTH LEADERSHIP

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Working in a resource-poor setting to attain a project goal is always considered as a challenge to the professionals. The terms 'Leader' and 'Supervisor' are accepted in a working organisation, and hence, these two are known to be the implementer of a project. A supervisor deals with a magnitude of the problem after consulting with his team explicitly, and the team member work together to accomplish projects. Governance or leadership should play the vital role to interlink all the components existing in a health system. For example, a good health system should carry essential functions under six building blocks framework of WHO: provision of health services efficiently, developing health workforce, mobilising and allocating finances, establishing a good information channel, and ensuring a health system leadership.[1] Leadership contributes the essential role to maintain all of these functions effectively (Figure 1). Therefore, understanding the theory of leadership and how leader can influences a team work is important.

Research organisation finds the right way and sometimes gains negative impact on using the group work. However, most of the models suggest group work can increase the productivity, and it also plays a role to increment both the beneficiaries and implementer's satisfaction.[2] Scholars worked hard to develop useful theories and models to define human capabilities to work individually with/without a team. The model which was described by Bruce W. Tuckman about the stages of group development has gained popularity over the years.[3] The development process of a group consists of four phases: forming, norming, storming and performing.[4] Later Tuckman included 'mourning/adjourning' stage along with the rest. Group members develop expertise by exchanging their ideas and diverse experiences. A team leader gives the instruction to the team member how to undertake individual responsibilities to complete assigned task. Diversity is preferred in a group for ensuring the demographic differences and democratic practices.[5] This diversification

allows the group to interact with each other which often invites scientific innovation.

It is evident that organisations use groups/teams under a leadership to get a novel combination of people and their diversified expertise in resolving the work related challenges.[4] Different teams in the form of work team, project team, parallel team and management team have emerged to accomplish the project outcome.[6] It enables the team member to come out beyond their comfort zone to think and act differently to discover new tools for the assigned job.[5] Each member can build a pool of sophisticated knowledge by integrating several insights, cultures, skills and experiences to find out better strategies. All kinds of cooperation and communication within the group members are crucial to making a group work productive.[2] Three critical dimensions can be used to categorise the group work effectiveness: (1) The quality and quantity of outputs (2) the attitudes of team members, and (3) a high managerial body.[6]

Figure 1. Six Building Blocks of a Health System of WHO

Nowadays, absenteeism and demoralization of the project staffs are going to be the fundamental challenges for the research organisations. Managerial body working in both private and public owned agency need to consider reducing absenteeism to promote individual productivity and to accelerate organisational performance.[7] According to the concept of decision theory, a supervisor should gain the decision-making ability and should know how to prioritise work load under different circumstances. Supervisor should take the lead in choosing the most appropriate decision strategy by using the available information. Therefore, it is imperative for a supervisor to develop individual charismatic skills and abilities in the area of project management.[8] Building up an ability to make the appropriate decision in context to time and budget allocation is another fundamental aspect. The supervisor should be able to discuss, teach, and evaluate the job priority list for his supervisee in a convincing way. Supervisors should adopt most appropriate understanding of the conflict resolution mechanism which includes competition, collaboration, accommodation, avoidance and compromising behaviour.[9] The process of conflict management usually consists of conflict diagnosis to find the cause of the conflict. A motivated leader always tries to use conflict management by identifying its causes and proposed solutions.

Therefore, public health expert should use the power of control, negotiation or confrontation to reduce conflict between the health workers. However, finding out a better mechanism always vary according to work situation, individual position, and surrounding circumstances. According to the expectation theory of motivation, expectancy increases the motivation that can lead to a satisfactory performance for an employer.[10] Team building is a crucial tool for an organisation, and it can effect shaping ideas, thoughts and identifying the problem to reach the achievement. During the team work, one tries to understand the group dynamics by examining his roles

within the team and eventually, he learns how to use the skill in a right way.

Finally, group practices are gaining popularity within the research organisations, and they are using it for various purposes. In this competitive world, most of the projects are designed according to target-oriented outcome. Therefore, the organisations are practising both the healthy and unhealthy competition to preserve self-interest. Prospectively, it is causing a breach of harmony in between employee-employer relationship. Self-management and participation can increase the individual sense of work by claiming ownership in a group work. Another good accomplishment is task variety; group members can do a multi-variety of work by motivating themselves.[2]

Finally, managerial support is essential to carry out a teamwork for doing a project job. The public health leaders should develop systematic skills and expertise to ensure the quality of services as a supervisor. The theoretical contribution of this letter lies in the fact that it allows revisiting into the theory of leadership to let us know how to deal with a complicated situation and manage conflict resolution as a supervisor.

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