

The Cycle of Leadership through Transformational Delegation Model in a Health Care

Organization

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Purpose

The purpose of this course will help the learner to understand how health care organizations can improve their leadership methods by better understanding the benefits from using effective delegation. According to Saccomano and Pinto-Zipp (2011), for leaders to be successful in their roles, regardless of their experience, he or she must first understand the art and science of delegation. The cycle model for effective leadership by way of delegation explores how effective delegation allows an individual to lead a delegated task based on the essence of complete autonomy, whereby the individual with the assigned task passes the torch to develop other leaders within their health care environment. Sullivan and Decker (2005, p. 144) illustrates that delegation is a dynamic process that involves responsibility, accountability, and authority. Therefore, the delegator must possess the necessary level and skill of confidence to lead and

delegate (Kleinman & Saccomano, 2006). Leading and effective delegation also requires a distinct leadership trait.

Introduction the History of Leadership and Delegation

Traditionally, professionals felt as though individuals within their environment were not skilled enough to complete a delegated task. According to Barter and Furnidge (1994) professional leaders never acquired the skills needed to delegate appropriately to individuals within their environment. In the past, leaders were not given the educational interpositions that targeted and developed their leadership abilities. Additionally, professional leaders were not adequately prepared for leadership roles, and some leaders believed that they did not have the necessary confidence to lead or to delegate a task confidently to another individual within his or her environment (Kleinman & Saccomano, 2006). Organizations began to hire individuals with the ability to lead and to delegate. Davis (1995) illustrated that some professionals may be born with leadership traits that helps them to lead effectively and delegate. These leadership traits are said to be inherited characteristics identified in the trait theory.

The trait theory identifies that individuals inherit certain qualities and traits that makes he or she better suited for leadership. Early research on leadership was based on the psychological focus of people inheriting leadership characteristics or traits (Changing Minds, 2010). Attention was thus put on discovering these traits, often by studying successful leaders, but with the underlying assumption that if other people could also be found with these traits, they too could also become great leaders. These traits were then said to be inherited traits that one was born. Individuals possessing transformational leader characteristic were already born leaders. Leadership and Culture (2004) illustrated that trait theory is one of the most impacted theories of



research and leadership in the United States that can be combined with a transformational leaders and how they can effectively transform a professional environment by creating leader through delegation tactics. Delegation is a performance that develops the efficiency and effectiveness of one's management skills Yukl, G. (1999). Delegation empowers individuals to perform a successful task. The assigned task must be delegated to a competent individual who has the ability can succeed in the task. Nonetheless, delegation of a task must be clearly explained, and communication must be open among participants. Delegation of tasks should also include follow-up by the delegator.

Leadership Traits for Effective Delegation

The trait of a leader is conditioned by the way the leader conducts himself or herself. This behavior or style is especially visible in the leader's interaction with clinical partnership within his or her health care organizations, groups, and stakeholders. Additionally, where the leader practices his or her leadership skills and abilities in the effort to accomplish an intended goal can be a direct reflection of delegation abilities (Healey & Zimmerman, 2010). These leadership attributes are very important when starting new health care programs while trying to improve the organization's environment.

Of the many leadership styles, a transformational leader is the epitome of an effective delegator. Transformational leadership characteristics encourage others within the organization to be effective leaders. A transformational leader involves himself or herself in organizational goals and at the same time aids in the transformation of his or her followers into leaders themselves (Tichy, 1997). For a leader to influence others, a powerful relationship must exist

between the leader and the followers. Because goal achievement not only requires effective delegation but also requires change, the use of some form of power is required to make change happen (Northouse, 2007). Hence, health care organizations should respect the role of a transformational leader. A transformational leader's role is to positively energize those around them, building others' confidence to complete delegated tasks effectively (Healey & Zimmerman, 2010).

Leaders with transformational attributes build, guide, and coordinate team members to meet the challenges involved in delegated tasks (Hackman & Wageman, 2005). According to Avolio (2009) and Bass (1998) transformational leadership is a dominant leadership theory used in most organizations. Additionally, in the professional relationships between a leader and a follower, devoting little attention to the leader role may play an important part in developing and guiding a team of interdependent usually directed by a transformational leader (Yukl, 1999).

According to a study conducted by Raja (2012) on transformational leadership, transformational leaders inspire motivation and idealized influence and give individual consideration and intellectual stimulation. A transformational leader is ideal for the task. A transformational leader portraying the above traits leads to higher employee work engagement and the employee feeling dedicated and ownership toward his or her work and experiencing a higher level of absorption. Sullivan (2012) illustrated that transformational leadership strongly correlates with employee career satisfaction. Transformational leaders are not only concerned with themselves, however; they also look at ways to develop others.

The Cycle of Leadership Development by Delegation and the Transformational Leader

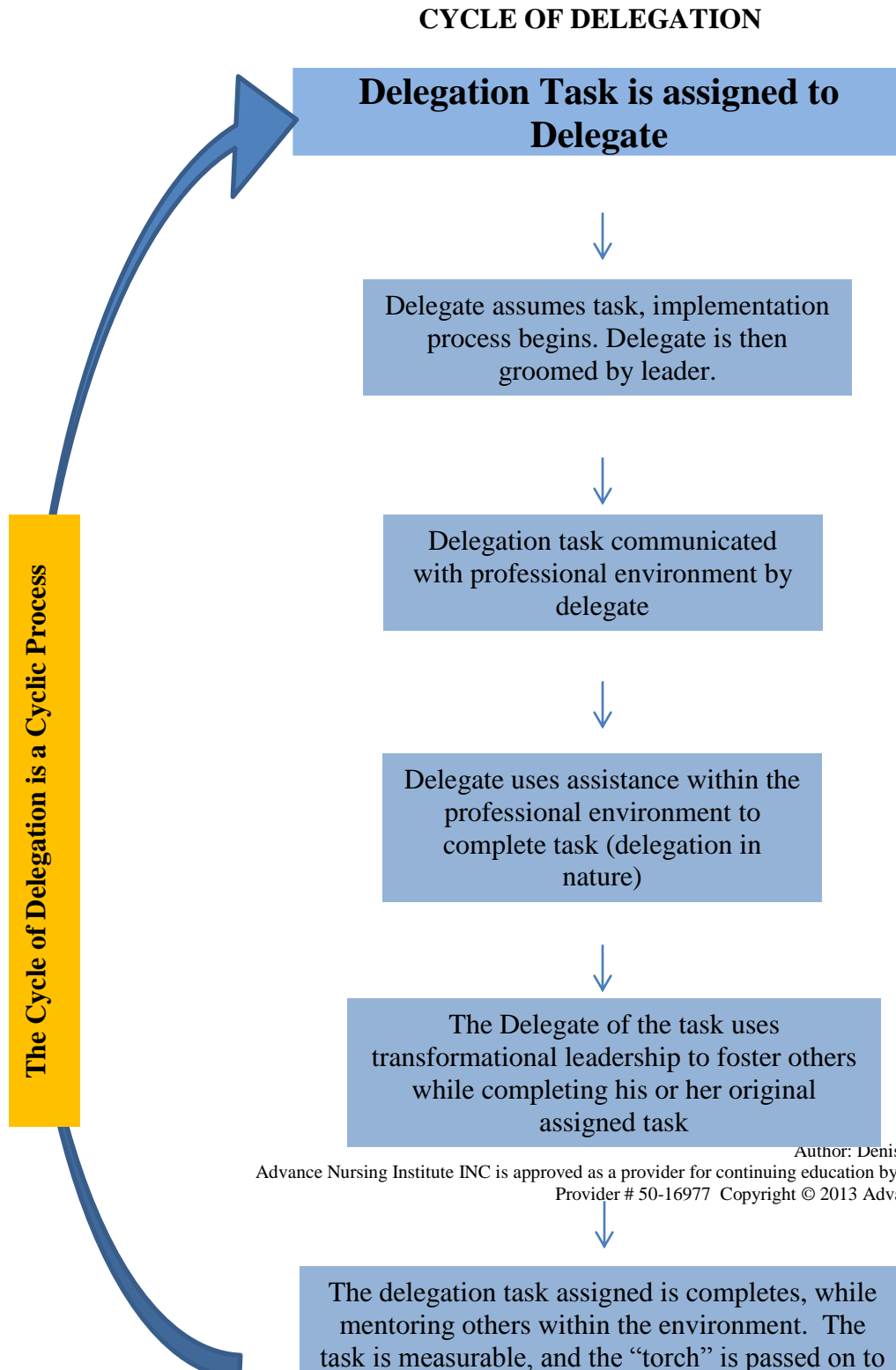


According to the Department of Health (2011) National Leadership Council, there have been many frameworks and self-assessment initiatives on creating leaders out of delegation tasks aimed at organizational leadership service improvement strategies. Organizational leadership improvement strategies focus on delegation of leadership with the use of a transformational leadership model (Kouzes & Posner, 2009). Kouzes and Posner (2009) further illustrated that organizational concept of transformational leadership in a health care model exemplifies how leaders fosters a culture in which relationships between aspiring leaders and willing followers can thrive. Transformational leadership is based on the compliance of followers or the establishment of agreement: It involves shifts in the followers' beliefs, values, needs, and capabilities. Theory building, these two concepts toward leadership offer striking contrast in philosophy toward development and delegation (Ballou, 2011).

Delegation also allows the leader within his or her professional environment to give his or her followers an opportunity to develop his or her own talents; for example, if the person carrying out the delegated assignment shows proficiency, the leader will trust the follower's leadership skills. Hence, the development of other leaders within the department occurs because the leaders will eventually delegate some of his or her responsibility to another member within their professional environment. The process of delegation by one leader to another is cyclic effect, hence The Cycle of Leadership through Transformational Delegation Model. The leader of the delegated task must possess leadership skills to pass the torch Kouzes, & Posner 2009). (Hader, 2004).

See Table 1 Below.

CYCLE OF DELEGATION



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Leadership Involvement

Klein, Ziegert, Knight, and Yan (2006) pointed out that senior leaders (stakeholders) involved in active leadership roles foster delegation learning and reliability. Additionally, senior leaders delegate the active leadership roles; junior leaders learn by doing. In fact, most individuals who carry out delegation tasks possess the potential to be leaders. Leadership is a learned behavior that occurs over a length of time as each individual grows in his or her professional environment (Timberlake, 2005). Leaders who delegate have the responsibility to delegate to someone who will carry out that delegation task efficiently and effectively, hence showing their leadership skills to mentor other leaders within their professional environment. Delegation leaders who use their cognitive, effective, and intuitive skills correctively make an excellent leader out of those individuals they are delegating an assigned task. Those individuals who carry out the tasks assigned efficiently and effectively will also one day develop other leaders within their environment, hence the cycle model for effective leadership by way of delegation.

Leaders who delegate effectively synchronize the cognitive, effective, and intuitive dimensions of individuals into a seamless performance. Leaders also match, identify needs and available resources, communicate clearly, and use motivation techniques to effectively authorize



another person to perform a delegated task. This authorization allows the delegate being mentored to be a leader at the task that he or she will perform. Effective delegation allows the professional delegate to carry out the delegated task and to think freely, yielding success. When a delegated task is assigned, it is the delegate's responsibility to make sure that task is "put in order" and slowly developed by the leader of the task over a period of time.

The delegator must be careful not to create the opposite effect of delegated task. Opposite effects of delegated task is often referred to as micro-management.

Micro-Management and Delegation

Micromanagement occurs when the delegator provides too much input, emphasis, direction, and review of the delegated work. This effect will create an imbalance of the cycle of delegation that develops into leadership, resulting in failure of the delegate task. When the cycle is broken, Runcie (1995) emphasized that too much time was spent on learning what the delegate was doing to complete the task; therefore, leadership will always know what the delegate is up to. Delegates will never be able to do anything on their own, hence micro-management measurable occurs.

Because delegation is the transfer of authority from one professional health care to another to perform the delegated tasks, within a specified situation, successful delegation must occur. The delegation task should be measured without micro-management. Leadership should emphasize to the delegate that he or she should create independent follow-up meetings with leadership to give timelines or informative information on the delegation task. According to Blair (2005), methods of appropriate monitoring of the delegation task should be in place for



assistance with any breakdowns.

Organizational Benefits: Adopting the Cycle of Delegation Model Creating Effective Leadership

Organizational leadership team benefits from adopting the cycle of leadership through transformational delegation model will create a consistency among organizational leadership. The consistency among the leadership team will result in best practices. The organization's key stakeholders who adopt the cycle of leadership through transformational delegation will drive excellence, foster customer relations among employees, and consumers, while establishing and maintaining positive relationships, and partnerships among the internal, and external consumers (Longes & Rohrer, 2005). These relationships and partnerships with open communication and the skill of expertise will be imperative for organizational success. Delegation with positive results builds expertise within one's organization; furthermore, organizational expertise is also instrumental for the organization to carrying out the organization's core missions, goals, and objectives for excellence (Longes & Rohrer, 2005). According Thompson (2012), successful delegation of tasks will build expertise and, when effectively demonstrated by the leadership, will yield to organizational success.

Organizational success will be imminent because leaders who use transformational leadership skills aim to encourage others by fostering an environment that embraces success as illustrated by Manion (2003). Manion (2003) also described success within an organization as including independent pathways such as delegated tasks that will allow individuals to have feelings of empowerment and job contentment, yielding organizational success. Thompson also illustrated that delegate challenges enhances the delegate learning ability that provides feelings



of excitement, enthusiasm, pride, and appreciation that can also contribute to organizational success.

Organizational goals should include the focus of customer centricity. Therefore, the core of employee standards (delegate) will give emphasis to customer service and customer satisfaction. Customer satisfaction is the number one key for success for Tuli and Sundar (2009), who "illustrates that over the past decade, several studies have argued that customer satisfaction has high relevance for financial markets because it has a significant impact on stock returns. Tuli and Sundar (2009) further illustrated that an increase in customer retention stemming from increases in customer satisfaction foster a stable customer foundation.

The large number of components within an organization creates difficulty in comprehending the structure that binds them. Hence, the scheme, structure, design, and leadership of business is merely a way to describe how many units within an organization make up one whole unit, and the entire whole has one shared common value Manion (2003). Johnson, Kast, and Rosenzweig (1973, p. 144-146) further illustrated that an organization's leadership also represents a notion that implies the relationship between the organizational structure with other entities located inside that organization create best practices. Today many organizations are competing for best practices; some succeed and some fail. The failure can be associated with the system of leadership. If the system of leadership is broken, failure will manifest within organization. The parameters of system design that affect system performance is that if the organization does not have a sound leadership foundation with a clear mission and clear communication among the entire workforce, the organization will fail. The failure can be associated with the organization. If the system is broken, failure will manifest within the

organization.

The parameters of organization leadership design that affect performance are that if the organization does not have a sound architectural foundation with a clear mission and clear communication among the entire workforce, the organization may fail. According to Nahavandj (2009), one of the most important purposes of a leader is that he or she has the ability set a vision and inspiring followers, especially during changes. Leaders with a clear vision give rise to the importance of the necessary changes. A leader should be able to transform individuals within in a professional environment.

Conclusion

“The challenges leaders face require different conceptions and different models of leadership to be tested and applied in research, practice, and development” (Middlehurst, 2008, p. 322). Although some authors may say that one may never know what is needed to be effective in leadership, Davis (1995) suggested that recent review of the literature on leadership effectiveness notes that not enough is known about exactly what makes an individual effective as a leader (p. 694). Because the interest in leadership today has an amplified interest in individuals’ leadership abilities, one must take a close look at the variables and situational factors that govern the multiple styles of leadership theories.

The transformational leadership style is one of the most effective leadership styles to transform and organization. McGuire and Kennerly (2006) illustrated that the transformational leader is the most effective leader that appeals to higher ideals and moral values such as equality and justice. The cycle model for effective leadership through transformational delegation demonstrates effective delegation that allows an individual to lead a delegated task based on the



essence of complete autonomy, trust, and leadership characteristic. The cycle model for effective leadership through transformational delegation is an excellent model that can lead to organizational success.

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