

LEADERSHIP DEVELOPMENT FOR ONE HEALTH

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INTRODUCTION

Healthy population can contribute significantly to national progress in social and economic development. Promoting healthy population toward this end is a complex issue involving social, cultural economic and political determinants of health, as well as a wide range of health risks, which it also includes the prevailing of infectious agents in the environment. Many of these agents are transmitted from animal to man; or what is called Zoonosis. Animal transmits these disease agents including both domestic and wild animals. When dealing with prevention and control of infectious disease transmitted from animal to man, health has to be considered as “One Health”, which principally includes human health, animal health and environmental health. The preventive intervention against these infectious diseases has to be comprehensively conceptualized on the basis of all related environmental and ecological factors. The development of such preventive intervention needs coordination and cooperation of all the concerned and related sectors and discipliners at both national and international levels. It aims at unifying multi-sectors and multidisciplinary actions at all levels. In order to effectively work against infectious diseases originated from animal, the ability to stimulate, encourage and coordinate the ideas and actions of those sectors and disciplines is the key to success. Those sectors and disciplines broadly imply all concerns of individuals, agencies and organizations (governmental and non- governmental). The importance of coordination in management includes sharing resources and facilities and initiating

collective actions. The ability to effectively coordinate their resources and efforts, and successfully secure their cooperation as needed requires a strong leadership at every level of intervention.

WHAT IS LEADERSHIPS?

Leadership means different things to different people and situations around the world [1]. Eventhough there is a difference in various aspects of leadership, there is still a common understanding among the people who are interested in leadership. There are many institutions providing leadership development training; but there are different ways whereby these institutions develop and conduct their training programmes. Whichever the situation is, leadership is indeed an important subject for academic, technical discussions, and practical purposes. Since leadership is one of the important determinants of success in administration and management of any development activities at every level; it is therefore a crucial area for exchange of ideas and experiences for effective development of leaders.

Leadership means the position of an office leader, capacity or ability to lead, a group of leaders, and guidance for direction. Also leadership has other meanings according to a person's definition. At one extreme in leadership development, someone may say that leadership must come from an inside (earning through experience), not by learning through academic teaching. However, both earning and learning are equally important for leadership development. Leadership earning and learning must be pursued pararely. There are many structured courses in leadership development proposed by several institutions, which it may be worth-attending

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by those who are interested in developing their leadership capacity and skills.

ABILITY OF A LEADER

An effective leader should be able to:

- create an inspiring vision or goal of the future for growth and development of his or her organization or group;
- motivate and inspire people to dedicatedly engage with the vision or goal;
- manage and deliver the vision or goal effectively;
- coach and build a dedicated team for effective achievement of the vision or goal;
- always create something “new” (being creative and innovative);
- map out where to go and win as a team or as an organization;
- use management skills to guide his/her people to the right direction or desired destination;
- critically analyze, rationally conceptualize, and think independently or think outside the box;
- deliver crystal clear communication with various groups of people.

There are types of leadership style:

- political leadership;
- technical leadership in various specific disciplines / professions;
- community leadership;
- religious leadership;
- health / public health / medical leadership;
- “One Health” leadership;
- and many more depending on the situations.

ISSUE OF CHARISMA AND POWER IN LEADERSHIP DEVELOPMENT

Charisma and power are important characteristics of leaders. Leaders can also motivate and influence people through their natural charisma and appearance [1]; in which the leader should be truly moral, ethical, sincere, trustful, and psychologically matured. At the same time, the leader should be able to influence people through other sources of power, for instance, power to pay bonuses, power to select for the post or for promotion, or power to assign tasks to people. It is important to note that charisma is a personal magic of leadership arousing special popular loyalty or enthusiasm for a public figure [2] (as a political

leader in an organization or a bureaucracy). It is an important quality of leaders who are needed for the effective management of people in a “Merit System” of administration. Good leaders do not rely on other types of power than that from their natural charisma to motivate and inspire others. Exercising or intending to exercise power by leaders is closely relating to the issues of conflict of interest, favoritism or nepotism. It has been observed that power is tended to be abused by the leaders who do not possess adequate ethical and moral quality in their decision and action, exercised particularly in a “Spoil System” of administration.

SOME OTHER IMPORTANT ISSUES IN LEADERSHIP

Leaders need to capitalize the diversity of the organization as a whole, and effectively utilize available resources (human, material and financial) when designing management process to encourage personnel/staff to work dedicatedly towards common goals.

People, who are good at their jobs and valuable to their organizations, with highly skilled in management, do not mean that they are “excellent manager or leader.” Leaders are actually those who has affected on “transformative change”.

For instance, change for new things, change for desired outcomes and results through a broad point of view and in-depth perspective. The change also involves psychosocial and cultural environment of the organization and its people. There may actually be no leadership at all with no one setting [1] a “vision” or defining a goal, no one “being inspired or aroused”, and no one leading the way forward. Transformative change in a way is to build a superior organization, particularly in term of its functioning and moving forward towards the “set vision”; and transformative change is for effective competition in the environment of today’s world. Additionally, effective leaders must have a thorough knowledge and be especially skilled in administration, management and communication, apart from acquired political and diplomatic skills.

LEADERSHIP FOR ONE HEALTH

As far as public health and medical setting concerns, One Health is closely related to an important area of leadership approach. The approach can be efficiently adapted to optimize the effectiveness of management for change in the highly complex environment of organizations in the

area of public health and medical interventions. These interventions are many times complicated due to its technology intensiveness, multiple disciplines and multi-specialties in managing various groups of people, especially those who are coming for care and services and those who are working internally for the organizations. Due to their complexity, public health and medical organizations are in an important area of “conflict of interest” that specially requires strict moral and ethical considerations, in addition to transparency and accountability in their management.

There are numbers of leadership models that may be properly applied in public health and medical settings, for instance [3]:

- transformational-ability to empower others to effect change;
- collaborative-ability to coordinate for action through networking approach;
- conflict management- ability to solve all conflicts of interest within or between organizations;
- shared leadership-not authoritarian, democratic;
- distributed- less hierarchical, decentralized;
- ethical, moral- justice, fair, impartiality;
- results oriented- achieving common vision or goal through team approach.

One Health is another complex realm in public health. The work of One Health involves several stakeholders and players in areas of animal health, human health and environmental health, requiring specialized knowledge and skills in epidemiology and ecology which encompass these three areas. One Health means the development and management of its intervention programmes that must be coordinately integrated and comprehensively encompassed in the three areas of required resources (man, materials, money and management) and actions from all concerned sectors/organizations. One Health also involves collaboration of all sectors/organizations in term of the development policies and programs. There may be many ways to manage coordination of the work in such a complex area. One of effective ways could be through “networking”, linking the concerned people and organizations together, allowing them to work coordinately and cooperatively through resource sharing. Therefore, the development and management of a complex network need a strong leadership, the leaders who are expertise in planning, management, communication and coordination among people. Not less importantly

they must be adequately smart politically and diplomatically. Certainly, the leaders in this regard must be superior in their technical competence; also they must be able to command knowledge and skills in dealing with human health, animal health and environmental health.

Once again to remind the importance of One Health, without a doubt the health of people is connected to the health of animals and the environments [4]. The goals of One Health are to encourage and to promote the collaborative efforts/actions of multiple sectors and disciplines – working locally, nationally, and globally – to act collectively and to achieve the best health for our people, animals, and environments [4]. A One Health approach is very important. It is because 6 out of every 10 infectious diseases in humans are spread from animals [4]. Such infectious diseases are closely linked to “Emerging Infectious Diseases (EIDs)” which is the most important threat to health of the world population in the 21st century.

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