

Management and Leadership in Medical Education: Experience as A Health Professional

Fariha Kauser, Anshoo Agarwal, and Madiha Younas

Abstract—Challenges being a leader are: had authority but no power, as a beginner difficult to run a clinic without expert opinion. Transformational leadership follows the organization in a manner that becomes transactional relationship. But transformational relationship is always important for an organization for long term success as it slowly gets embedded in it. It definitely is a continuation of power and authority in terms of high performance acting and pondering over transformational leadership freshens up transactional nature of leadership [1] but putting more emphasis on transformational rather than transactional is beneficial for an organization in order to run better in long run [2] and that I would recommend for my academic environment.

There are some values that must be accomplished when devoting transformational and ethical leadership and when critically reflecting on leadership and management as stated below:

“To act with integrity, To be fair, To have fun, and To be socially responsible” [2]. Now the challenge that we came across is ‘what is fair’ and how to overcome it?

Tensions arise when to look for ethically acceptable answer [3]. I suggest to minimize the harm to anyone and provide with greatest outcomes for all in an organization, most of the current research revolves around:

- ethics as individual leader
- ethical leaders emphasizing the followers
- challenges faced when dealing with organizations [4].

My role as a leader are: Incharge of OPDs, Clinical supervisor, Assessor for clinical exam, Coordinator for dental clinics, Teaching faculty in lab sessions. On the other hand managerial role involves Making timetables for clinics, Keeping accurate records of students attendance, Clinical rota distribution, Planning budgets for dental instruments, Making accounts and records for dental restorative materials, Maintaining cross infection controls protocols, Organizing and rescheduling dental chairs.

Index Terms—Management, leadership, medical education, health professional.

I. INTRODUCTION

Management and leadership are two different entities that need to be considered individually when critically reflecting on each other in terms of your own particular roles based in your clinical setting or academic institute environment. Leadership is a complex process in which a person influences a group of individuals to achieve common aim

Manuscript received February 5, 2018; revised April 20, 2018.

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[5]. It is as a process means that it is not a trait or ability that a leader possess rather it is a form of transactional event that takes place between leader and followers [6]. I have been involved in delivering the managerial and leadership duties being a general dentist in various domains in dental clinical setting. The dean of the college, associate professors and assistant professors were all at higher level than me. But overall management was not really appreciable because of low man power and less utilization of skills. Lack of ethical leadership has resulted in poorer organization [7] by facing unemployment, degrading personal integrity and demolish the regulations in the system [8]. An ethical leader must have some charismatic qualities to understand the availability of the resources and to keep up the profitability [7] but still it used to run by four persons as leading liable authority. I believe it is waning sign of distrust among staff working in a dental clinic that leads to development of sceptical image [9] for more unpleasantness following the low self esteem among people and low confidence level.

II. AIMS AND OBJECTIVES

1. To understand management and leadership theory
2. To analyse an evidence of critical reflection on management and leadership theory
3. To study an evidence of application of management and leadership theory to own practice
4. To understand an evidence of ability to identify learning needs in terms of management and leadership
5. To analyze an evidence of understanding of issues related to change management and educational governance
6. To study an evidence of a clear, comprehensive and realistic strategic plan
7. To reflect on a leader and management role

III. DISCUSSION

Ethical leadership theory basically focus on the kind of a leader with charismatic qualities including behaviour [3] followed by a sense of transformational rather than being transactional. Concerns in ethical leadership have vastly grown from political background to academic realm [10] There are various disciplines mentioned as part of distributive justice [2] mentioned below in order to run a fair organization.

These principles are implemented in various circumstances:

To each individual

- An equal share or right or opportunity
- Based on person’s need
- Based on person’s right

- According to individual struggle
- According to societal contribution

[2]

Various domains of the ethical theories are:

Conduct character

Consequences (teleological theories)

virtue based theories

- Ethical egoism
- Utilitarianism

Duty (deontological theories)

These above mentioned theories deal with ethical characteristics of the leader in terms of moral conduct and values. But leading capabilities are not always equivalent to moral conduct and values. Trust is a crucial factor amongst all as it is described as shadow side of ethical leadership [11]. This can influence on negative attributes of a leader as narrating on personal reflection of leadership and management roles. Instead ethical leader must be a role model and mirror image of honesty and good virtue [12] but it is always a complicated process to assess one's attributes as a leader. Executives' at large organizations simply pursue about ethical leadership as an influential phenomenon that highlights on moral characteristics of a leader in terms of right or wrong (13). Critics involves today ethics have been relied on few pieces of essays based on people's personal opinion within their vicinity only rather than achieving the broader view of world. Ethical leadership is mainly focused on doing the transformational relationship with ethics addressed [9]. But ethical one is slightly different from transformational in terms of followers to do the right deed when working in an organization.

There are some ethical theories on self interest and interest for others when discussing with different level of strata: [14].

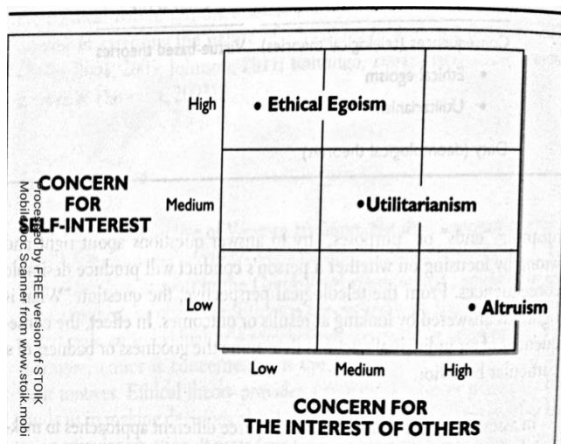


Fig. 1. Ethical theories on self interest.

Concern for self interest is quite high (above figure) for ethical egoism and low for altruism while on the other hand, concern for interest of others is much up higher for altruism and low for ethical egoism and utilitarianism remains mediocre in the whole scenario as it promotes good for good social benefits. One study narrates on inner virtues on an ethical leader when discussing the decision making power [15] and virtues are accompanied by imagination, kindness, generosity, and affectionate nature of leader but unfortunately these attributes were not found in our ethical

leadership system. I think it must be a constructive phenomenon rather than good deeds focused.

One of transformational leadership models as explained below:

[16]

Set the bar	Motivate the change	Sustain change	Scale to enterprise
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It definitely is a continuation of power and authority in terms of high performance [17]. I would critically analyze dental clinical set up where I had worked, rarely relational theories were exercised as there was lack of authority and power because everyone was assigned to do a certain job but it was never obeyed not because of individual identity rather than being no authoritative for one's own benefits, lack of ethical leadership. Acting and pondering over transformational leadership freshens up transactional nature of leadership [18] but putting more emphasis on transformational rather than transactional is beneficial for an organization in order to run better in long run [Pink, 2009] and that I would recommend for my academic environment.

"To act with integrity, To be fair, To have fun, and To be socially responsible" [19]. Now the challenge that we came across is 'what is fair' and how to overcome it?

Tensions arise when to look for ethically acceptable answer [20]. I suggest to minimize the harm to anyone and provides with greatest outcomes for all in an organization. More of the current aim in today research revolves around:

- ethics as individual leader
- ethical leaders emphasizing the followers
- challenges faced when dealing with organizations

[21].

My own leader and management role were as follow:

- Clinical co ordinator: Clinical supervisor
- 6 hours clinical observation, 5 days in a week.
- Responsible for radiology advice section.
- Teacher: Facilitate in labs, classes during lectures, demonstrator
- Coaching guide for new comers (1st year students)
- Invigilator during continuous course assessment/ clinical exam
- Administrator: Making time tables for 3rd, 4th and 5th year dental students
- Visionary skills as shared work is practiced (by my 5 colleagues)

My learning needs are:

- To establish aims and goals for all dental students to act upon to gather better dental clinic.
- Due to financial restriction certain department suffer lack of specialist faculty members. This can be overcome by hiring adjunct faculty on part time basis.
- Categorize all departments in dental clinic setting in terms of specialities.
- Introducing separate radiology section according to safety guidelines
- Individualize each dental cubicle to perform daily basis clinical procedure record

- Label all dental materials and minimize their usage in terms of excess
- Mentoring should be implemented by creating a mentorship program that faculty members can volunteer to provide guidance to dental students.
- Multisource feedback subsequently followed by continuous feedback session on monthly basis to evaluate professionalism and ethics. [22].

I would apply Kolbs reflective practice (figure below) cycle to accomplish my needs with multisource feedback.

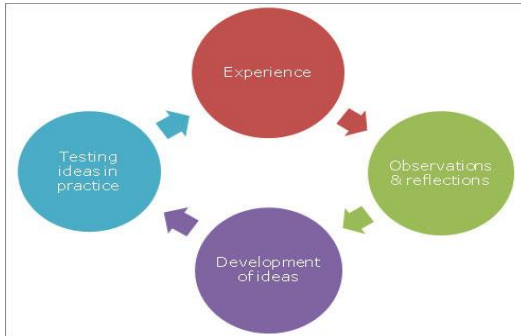


Fig. 2. Kolbs reflective practice.

This is how my action plan would be implemented keeping in mind the learning needs and to establish a more professional and ethical environment in dental clinic. I would utilize perceived leader integrity scale to understand and implement the ethical leadership theory.

IV. STRATEGIC PLAN

I had been given an opportunity to explore the introduction of a new discipline in field of dentistry. It was previously taught as a postgraduate course. However, I am going to insert in undergraduate curriculum design for dental students. This course might be more subject oriented and task focused as it deals with particular aspect of dentistry [23]. Treatment for patients is pain free and an enthusiastic course for the students. It is based on laser assisted technology [24] that would target the diseased tissue and prevent further infection.

V. MISSION

- Prepare future dental surgeons in their profession with capability to more task oriented procedures, providing primary dental care, advancing treatment needs through excellence in education, innovation and patient centred approach.
- Create internationally competent dentists leaders through quality dental education.
- Introduce modernised laser technology in dental education and healthcare field.

VI. VISION

Within next five years, we will be able to establish a well structured department of operative dentistry with modern

laser technology focused, in one of the world's leading organizations.

Values:

- Provide excellent education
- Respect patient's dignity
- Maintain integral environment
- Facilitate sufficient resources for implementation
- Strive to work in transparent and ethical practice
- Promoting a strong teaching system
- Ensuring students and staff are working inter professionally
- Helping to promote safe laser technology based education.

VII. OBJECTIVES

For students:

- Provide teaching opportunities using laser assisted technology for students.
- Formulate the future primary dental and palliative treatment
- Implement modern technologies in dental undergraduate course.
- Guide students to a more vibrant post graduate course.
- Enhance the student skills through implementing professionalism course.
- Fostering independence in students.
- Encourage creative dental treatment plans

For teachers:

- Bring their attention to international dental practices
- Promote the use of laser technology for personal practice
- Provide the chance to involve in collaborative studies
- Enhancing the research work in dental education
- Facilitating the ethically reliable dental department for all specialities

Actions plans are focused on the first smart objective dictated for students as a preliminary step to initiate the development of laser technology in the undergraduate curriculum. If we look at the change management application approach so successful management of change is important to any organization to develop better and get expected survival in order to succeed in the present challenging environment [25]. Change is not a function, rather a shift, often long [26]. It is a transition phase in an organization to cope with the threats and avail the opportunities.

Strategic planning must be flexible and continuous in order to take account of amendments in an organization and new thoughts over the course of planning [27].

Vision→Strategic aims→objectives

Needs analysis for my strategic plan is based on personal learning needs at individual level, occupational learning needs in terms of laser equipment and resources for facilitation, team/departmental learning needs for enhancing teaching and learning and ultimately needs for the organization as one of the leading dentistry school in UAE.

Governance is always a complex entity to explain and understand at higher education level. It is an arcane and

expressed relatively by vehement opinions and constitutional reforms and processes through which universities govern their affairs .

Internal governance structure would focus on:

- Chancellor
- Vice chancellor
- Dean
- Associate dean
- Associate professors
- Assistant professors

VIII. ACTION PLANS

- Hiring faculty specialized in laser dentistry
- Appropriate content of laser dentistry in terms of resources e.g. books, e journals.
 - Subject related focused staff to accomplish laboratory work
 - Specific tools and equipment
 - Customised dental clinics in accordance with modern laser system
 - Safety devices to combat dental problem when dealing with laser assisted methods
 - Establish Radiology section.
 - Provide Acrylic teeth for implementation
 - Protective covering for lasers

I would devise my action plan in terms of SWOT analysis by elaborating on strength, weakness, threats, opportunities based on internal or external factors. Opportunities and threats are faced by external organization while strength and weakness are mainly a challenge from within your organization.

IX. MONITORING AND REVIEW CHANGE

Laser dentistry applies multidisciplinary approach working in a healthy clinical and academic environment that ultimately values dental profession for all specialities in medicine and dental field, so I suggest this course must be made mandatory for future prospective with in academics. Feedbacks and evaluation of such discipline has become an area of importance. Ethical leadership may aid in publishing laser dentistry in the dental curriculum.

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