

Leadership concept in ICU

Evangelia Michail Michailidou*, Efterpi Kosmidou & Periklis Giaglis**

**Consultant Anaesthesiologist- Intensivist, Intensive Medicine Department, Hippokration General Hospital of Thessaloniki / Senior Student in the Department of ICU Administration, University of Macedonia / Masters Degrees, International Medicine-Health Crisis Management, Greece / Member of Health Response team to Crisis Situations of G.H.T. Hippokration*

***Senior Nurses Intensive Medicine Department, Hippokration General Hospital of Thessaloniki*

Submitted: 25-05-2021

Revised: 31-05-2021

Accepted: 03-06-2021

Emotion guides logic and logic cannot exist without emotion. Leadership means first of all a relationship and the leader who does not understand this basic principle, it is impossible to lead. As Vogiatzis (2006) states, "Humanity brings devotion" (Vogiatzis, 2006). In recent years there has often been talk of leadership while in earlier years there was talk only of management. Still, there was more talk of commanders rather than leaders. It is generally accepted that, in any organization and in the same way in an ICU, whether public or private, it is necessary to have a leader who with his vision will seek to take the unit in which he leads even further.

Several definitions of leadership have been given by both Greek and foreign writers and researchers. Initially, leadership is defined as the relationship that exists between those who are inspired to lead and those who choose to follow (Kouzes & Posner, 2002). In addition, leadership can be defined as the process by which one person can positively influence others to achieve a common goal (Northouse, 2004). It is worth mentioning that according to the author Zavlanos (2003), the leader is defined as the person who has the vision so that the unit in which he leads becomes a "unit of quality" in which his performance approaches perfection.

The values and principles that guide the path to the vision determine the attitudes and policies that should be followed (Zavlanos, 2003). Leadership is the art of influencing and directing people in such a way as to earn their obedience, respect and mutual trust in working together to achieve common goals. In more scientific terms, we can say that leadership is "The process by which an individual influences the team in order to achieve the desired goals of the team" (Hollander, 1965).

Leadership involves processes of influence, which involve setting the group's objectives, creating incentives for project behavior to pursue those goals, and contributing to the preservation of the team and its culture (Yukl, 1969). Although there are different definitions of leadership, there is a common denominator in all of them, according to which leadership is a group phenomenon that involves the interaction between two or more people.

Also, most definitions include the concept and process of influence from the leader to those who follow him (Yukl, 1985). Finally, leadership is defined as the process by which goals are set for collective effort and this effort continues until the goals set from the beginning are achieved. Emphasis is also placed on meeting the needs of the employee in order to motivate them to work harder (Jacobs & Jacques, 1990).

So it seems that leadership is a broad concept that is future-oriented. In particular, it sets a vision and promotes the spirit of cooperation, camaraderie, effort to achieve the goals of the ICU. But we could agree that a leader is a person who, through a complex process, uses personal data (faith, beliefs, values, ethos, character, knowledge, skills), in order to influence others to succeed in a mission, task or goal and to lead an organization or a community in an understandable and coherent way. Leadership is based on mobilizing other people, which is achieved by ensuring and maintaining the needs of employees.

The roles that the leader should take to effectively manage the organization are the following: Activating and motivating associates. In order for the employee to perform, he must want to try. The leader undertakes to motivate and persuade employees to try and perform. To achieve this, the leader must create the right atmosphere, inspire,

activate and entice his subordinates to give their best.

Partner support

The performance consists of two axes of disposition for effort mentioned above and ability. Knowing this the leader should evaluate and utilize his associates properly so that they can perform as much as possible. For this reason it should do the right tasks, set the right goals, effectively guide and encourage and finally develop a climate of trust so that subordinates are not afraid to take initiatives.

Team development and collaboration

The effectiveness of the group depends to a large extent on whether its members work as a team having developed a climate of cooperation between them. Developing this climate is the responsibility of the leader. The leader is the one who should undertake to develop this climate, but he is also the one who is responsible for maintaining this climate. If conservation is not achieved, all efforts will be automatically canceled and the results will not be as expected.

Implementation of the central target

The leader undertakes the realization of a target or tasks. It automatically undertakes the actions that compose this role, ie the definition of the goal, the planning, the planning, the monitoring, but also the control of the project, the solution of any problems and finally the effective management of the resources.

Coordination administration

Each organizational unit is part of a whole and for this reason it should be coordinated and synchronized with others, a role assumed by the leader. The leader is the connecting link both (hierarchical levels, organizational units) and outside (relationship with donors, pharmaceutical companies, other units) from the ICU.

Thus the leader undertakes to transmit the information, to ensure the cooperation, to understand and implement policies and decisions, to coordinate and synchronize the functions and the project so that the proper operation of the ICU is achieved. Customer service management. In modern companies the customer is the center of attention and his service is a necessary condition for the efficient operation of the ICU.

With this in mind, all executives and especially the leader should think and act with the patient in mind. Actions such as monitoring and understanding the needs of patients, continuous improvement of the level of care and treatment of

patients, development of trusting relationships with relatives, etc. are essential for a successful ICU.

Partner development

A successful ICU presupposes the existence of suitable and capable executives at all hierarchical levels. For this reason, the development of employees is considered necessary. To some extent, this is achieved through personal initiative, but the actual development takes place through everyday life and experience therefore the main role of the teacher is taken over by the leader-director.

Personal development

By this term we mean beyond the knowledge and skills of leaders and their physical and mental health as well as the balance between personal and professional life. With the above, leaders can lead the ICU to continued success.

Culture development

It determines the "is" and the "becoming" of the organism and must adapt to changes in the environment. The main shaper of culture is the leader who passes values, beliefs, principles, etc. through the actions it pays attention to, the ones it rewards and the ones it punishes, through control and evaluation. Finally, leaders have the responsibility of preserving and passing on this culture to future generations.

Strategy management – vision

The ICU's strategy is shaped by the decisions of its executives. These are responsible for the commitment of resources, for the selection of services, for the monitoring and forecasting of opportunities, threats and challenges of the environment, etc. In addition to the above, the successful course of the organization requires the existence of a vision on the part of the leaders to orient all actions towards achieving it.

Innovation management and continuous improvement. The ICU's ability to use innovative and effective procedures is a strong asset for optimal patient outcome. The leader must create and reinforce such actions. In other words, he should create a climate of encouragement and reward for such efforts, to secure and use such proposals, and finally to design and implement innovative proposals himself. Development of a network of "partners-supporters and reputation".

The leader must build a web of relationships and alliances with the individuals and organizations he works with. The creation, development and management of these

relationships are done either by formal or informal procedures and methods. By developing these relationships the leader manages to receive timely information, solve any problems, get ideas and have the support he needs.

The importance of the effective leader Those involved in the operation of an organization, whether private or public, are called to contribute to the improvement of the quality of the unit's work as well as to the development of society in general. To achieve this, however, the role of leadership becomes important, and in particular the leadership skills of the manager-leader on whom the success of the organization depends significantly.

Thus, the leader can be defined as the person who influences individuals to work with enthusiasm and zeal in the success of the organization's goals. This leadership role of the director is one of the most difficult, because it has to do with people, each of whom is a separate personality, a fact that requires special handling (Konstantinou, 2005; Stravakou, 2003). Research has shown that depending on each change and each problem that arises, the manager must be flexible and adaptable to each occasion.

This seems to be a key skill that a manager needs to have innate or acquire through experience (Matsagouras, 2006). Other research states that employees consider the manager who works with the staff of the unit to be effective, works hard, is an example to be imitated and contributes to the existence of cooperation and mutual acceptance, a fact that determines the quality of the climate (Konstantinou, 2005). In order to be considered an effective manager, he must distribute the roles of the staff, according to the qualifications of each one, thus increasing their performance since there is no conflict between the role and the personality of the individual.

In addition, it needs to motivate employees to take initiatives. In particular, the effective leader supports each employee individually and makes him / her feel valued through the discussion and through various motivations he / she should give them. It is worth noting that the recognition of the work of employees by the manager has positive results in their performance. An additional feature is the open communication he must have with the members of the unit and special emphasis is placed on the grid of human relations. For example, he needs to guide young doctors about their new tasks and help them deal with difficulties.

Finally, he needs to understand the modern reality, to distinguish what threats and opportunities and not to take anything for granted

(Saitis, 2005). According to Konstantinos (2005) and Theofilidis (1994), an effective manager can be described as democratic, visionary, innovative and educational. Initially, the Democratic director enables employees to participate in the decision-making process on labor-related issues and as a visionary because he must have a clear vision and inspire other team members to work with him. Finally, with the rapid development of technology, it needs to be flexible and open to introduce effective innovations in the unit as well as to organize seminars with the help of staff development experts.

Based on the above, it seems that the characteristics of each manager can shape the climate of each organization. It becomes clear, then, that the role of the manager as a shaper of the working climate is particularly important since it is the "key" for the development of the organization and for achieving its mission. It is noteworthy that with the proper management of human resources and in particular with the development of informal relationships and interactions within the organization, the system will be able to better adapt to the various changes that take place in its external environment and then it can be developed, go further. That is why it is said that the leader is the one who will take you on a long journey, to a "place" you have never been to.

Leadership Behavior Models

No leadership model is effective in all situations and for all leaders. The problem, then, is which model is appropriate for a particular period of time, how it will be implemented, and under what conditions.

The question of which style should be applied depends on many factors such as: a. Personality, education, experience and value system of the leader. b. Character, education, experience, knowledge of the project and expectations of the team. c. Factors of the situation: Technology of the organization, structure, policies, leadership style of senior executives. There are two criteria by which we distinguish leadership models: a) Based on how decisions are made. Model of Authoritarianism: Retains as much power and decision-making power as possible, and if he decides, the leader gives orders to his associates to execute his decisions. Persuasiveness Standard: The field is left free to be used by employees to work willingly and to do what others tell them once the reasons why they should do so are explained to them. Humanity Model: This model shows as much cooperation as possible with team members on work issues that concern and affect them. The

contribution of the members is requested and sought. They are involved in decision-making and are largely empowered. Indifference-Authority Model: The team members have the right to decide on many issues and the role of the leader is very limited. A policy of "non-interference" is observed. The team makes decisions on its own without influence. Few guidelines are given and subordinates are allowed extensive freedom. Democracy Model: Conditions are created to increase the creativity, productivity and morale of employees. Employees involved in production. The leader in his decisions takes seriously the opinion and needs of his associates or often asks for their participation in the decision-making process. It usually concerns the management of members: (a) educated, (b) highly skilled, (c) very experienced, (d) with a developed sense of responsibility, (e) assist in the execution of the project and (f) receptive to new ideas and changes. b) Based on the overall orientation of the leader's behavior.

Orientation towards people

The leader who follows this way of governing: a) considers the man as the most important factor. b) Accepts its particularities. c) Develops relations of friendship and mutual trust. d) Also believes that if the members of his team are satisfied, then the product will be satisfactory. Leadership behavior focuses mainly on the development and satisfaction of people and the maintenance of human relationships between the leader and his colleagues.

Orientation to tasks

In this case, great attention is paid: a) in the design and implementation of each objective b) to clearly define the roles of employees and the obligations they have. The leader maintains formal relationships with his subordinates and the structures and procedures are defined. He believes that when the goals of the project are achieved, then the team members can be satisfied. Therefore, leadership behavior focuses mainly on actions related to the implementation of the project and the execution of tasks (Buranda, 2009).

Leader-director differences

A leader is an important person in an organization and his existence is very beneficial for the organization. But in order for an individual to be able to motivate and exploit the members of a team, he must also have some power, that is, the right to exercise the power he has.

In other words, the concept of the leader must coexist with that of the director. In a public

body, for example, the director of an ICU, in order for one person to have the right to order and expect the other to obey, is necessarily a high, hierarchical position in the body. This arises because in constitutional regime's power belongs to the organic positions (Kourtis 1977, Saiti & Saitis 2011). Burandas (2005) argues that these two conditions are complementary and equally necessary for the effectiveness of organizations because the ultimate goal of both the supervisor and the leader is to achieve results through other people using the material and intangible resources. However, there are some major differences between these two terms that contribute to their differentiation.

Initially the director is appointed while the leader is elected. The leader uses personal power while the leader "donor" (power). Mobilizes through ideals and values. Also the director controls while the leader gains confidence and strengthens. The leader emphasizes people, emotions, heart and intuition while the leader emphasizes processes, logic and mind. In addition, the director moves in predetermined-formal frameworks and is mainly interested in the "how" while the leader opens horizons and expands the frameworks and is mainly interested in the "why".

Today's ICU environment needs role models who convey their enthusiasm for the effectiveness of good leadership. For them, leadership means offering to others. "If your energies inspire others to dream more, to create more and to reach higher, then you are a leader" - John Quincy Adams

Creating a positive climate requires hard work initially with cooperation so that discussion is possible, but ensuring mutual respect so that the exchange of views is constructive. This requires first objectivity and then understanding, the ability to identify and analyze opportunities, the willingness to take risks and of course the ability to make decisions even in difficult situations with immediate adaptation and dealing with new situations.

REFERENCES:

- [1]. Evangelia Michail Michailidou. Successful and Effective Administration in ICU, Jun 19, 2020, SURGERY & CASE STUDIES: OPEN ACCESS JOURNAL
- [2]. Evangelia Michail Michailidou. Change Management in ICU, May 18, 2020. American Journal of Biomedical Science & Research
- [3]. Evangelia Michail Michailidou. "Organizational Structure and Planning in

- ICU". *EC Emergency Medicine and Critical Care* 5.4 (2021): 14-19
- [4]. Winkler I. (2010). Neocharismatic Leadership. In: *Contemporary Leadership Theories. Contributions to Management Science*. Heilderberg, DE: Physica-Verlag HD
- [5]. Eva et al. (2019). «Servant leadership: A systematic review and call for future research». *Leadership Quarterly* 30 (1): 111-132.
- [6]. Brown, M.; Trevino, L. (2006). «Ethical leadership: A review and future directions». *Leadership Quarterly* 17 (6): 595-616.
- [7]. Hambrick, D.; Mason, P. (1984). «Upper echelons: The organization as a reflection of its top managers». *Academy of Management Review* 9 (2): 193-206.
- [8]. Vera, D.; Crossan, M. (2004). «Strategic leadership and organizational learning». *Academy of Management Review* 29 (2): 222-240.
- [9]. Avolio, B.; Gardner, W. (2005). «Authentic leadership development: Getting to the root of positive forms of leadership». *Leadership Quarterly* 16 (3): 315-338.
- [10]. Rosing, K., Frese, M., & Bausch, A. (2011). Explaining the heterogeneity of the leadership-innovation relationship: Ambidextrous leadership. *Leadership Quarterly*. 22(5), 956–974.
- [11]. Kassotaki, O. (2019). Explaining ambidextrous leadership in the aerospace and defense organizations. *European Management Journal*. 37(5), 552–563.