MHA-FPX5012 Assessment 2: Personal Leadership Analysis

Student Name

Program Name or Degree Name (e.g., Bachelor of Science in Psychology), University

COURSE XXX: Title of Course

Instructor Name

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Personal Leadership Analysis

To adapt, innovate, and succeed in a rapidly changing sector, healthcare businesses must have effective leadership. Knowledge of the healthcare industry, a clear vision, effective communication skills, reliability, and the capacity to take on duties that require the focus of a genuine leader are all necessary for being a successful healthcare leader. To secure the safety of their patients, a leader should be able to rely on a solid workforce that is prepared to learn about cultural sensitivity. To ensure everyone is on the same page, a leader should communicate their vision to their team. The ability to advocate for oneself and their patients must be taught to staff members by a leader. We can combat racial and ethnic discrimination by demonstrating our awareness of various cultures.

Leaders must train their team members to advocate for themselves and their patients. "Demonstrating an understanding and sensitivity to other cultures will help us overcome and prevent racial and ethnic divisions and provide better patient care" (Bauer & Baum, 2022, p.53). Building trust between staff and patients will ultimately depend on learning about and respecting one another's cultural differences. This thorough leadership development plan, which recognizes the value of personal growth, will evaluate my current competencies, point out areas for development, and provide detailed recommendations for strengthening my leadership skills to guide the organization into the future. The plan will entail critical leadership competencies for healthcare organizations, a personal leadership gap analysis, and an individual leadership development plan.

Critical Success Leadership Competencies for Healthcare Organizations

The healthcare field is ever-changing, and new issues arise all the time. Van Diggele et al. (2020) note that healthcare organizations are complex and require certain leadership

competencies to succeed and cope with the dynamic field and pool of issues. Therefore, healthcare leaders have to possess the competencies alongside other management skills. Various critical leadership competencies exist for healthcare organizations. These competencies include creating and maintaining an environment of collaboration and communication. For healthcare organizations to succeed, it is vital to embrace the role of collaborating with other players in the field. Healthcare leaders must be able to create collaborative interactions among departments, professions, and other healthcare organizations, thus improving patient outcomes and organizational performance. Communication is the driver of effective collaboration; therefore, the leader should also be able to communicate effectively to ensure that all teams work together.

Financial acumen is the other competency that healthcare organizations need to succeed. Despite finance being a complex field, healthcare leaders must robustly understand the various financial aspects used to run a healthcare organization. Finances may lead to the improvement of an organization or deteriorate it; therefore, the leader also needs to work closely with the finance department (Smith & Bhavsar, 2021). Additionally, financial acumen competency requires the leader to be knowledgeable on managing budgets and resource optimization to enable them to make financially informed decisions for the organization.

Strategic thinking and management are also needed within the healthcare administration to ensure that the healthcare organization is successful today and in the future. Competency is critical to the organization since, for the organization to grow and succeed in the future, it must constantly work on adapting to the changes in the healthcare industry. According to Smith and Bhavsar (2021), strategic thinking and management enable leaders to develop a long-term vision for the healthcare organization and work with the executive to create strategic plans to achieve the vision and align with the organization's mission and values.

Leading through change and managing change are the other competencies required in healthcare administration leadership to ensure the organization succeeds today and in the future. According to Laukka et al. (2020), change management is the ability to lead a team through a change process by promoting change acceptance and dealing with change resistance. Since healthcare organizations are dynamic, with changes encompassing restructuring, merges, or implementing new technologies, the administrative leader must be able to manage the transitions and lead through them in a way that minimizes disruptions and maintains stability. More so, considering that change may come with uncertainties, the healthcare administrative leader should be apt to look for a way out, thus leading the organization even in times of uncertainty.

Subject matter excellence is the other crucial leadership competency required for an administration healthcare leader to lead the organization to success. Smith and Bhavsar (2021) note that in this era, healthcare leaders must have a robust understanding and deep knowledge, proficiency, and expertise in healthcare. A deep understanding of healthcare is critical in administrative leadership since it helps leaders navigate healthcare issues easily, especially arising challenges. In addition, a leader with deep healthcare knowledge and understanding is more likely to be trusted by other organization members. The leader is also best suited to promote organizational development by identifying innovative opportunities and making decisions based on the organization's best interest, thus leading it to succeed today and in the future.

The above competencies are the top five leadership competencies required in healthcare administration to lead the organization to succeed today and in the future. The consequence of leadership that lacks these competencies is most likely to perform poorly. The organization is also likely to make financial losses and related issues. Additionally, the organization may not

withstand future changes due to change resistance and instability caused by other changes in the dynamic healthcare industry. Additionally, administrative leadership that lacks change management competency will not effectively deal with change resistance within the organization and in the external environment. More so, a leader with low healthcare subject mastery would make poor decisions since they do not understand the industry and market dynamics, thus leading the healthcare organization to losses and poor performance. Therefore, all healthcare administration leaders need to have the identified leadership competencies, to ensure organizational success today and in the future.

Personal Leadership Gap Analysis

The personal leadership gap analysis will be explored using a comparison between my leadership competencies and the critical healthcare administration competencies identified above, based on the needs of my organization and the results from the STAR leadership assessment. The healthcare industry needs, as identified in the above critical leadership competencies, include the need to collaborate with other healthcare organizations, and facilitate collaboration within the organization, need to maintain the financial health of healthcare organizations, need to manage change in the dynamic healthcare environment, need to lead using strategic management and strategic thinking.

Organizational Needs

My healthcare organization is St. Vincent's Medical Center (SVMC) in Bridgerport, Connecticut. Leitão et al. (2019) note that organizational assessments identify needs that guide the leadership competencies needed to lead the organization successfully. Different organizational needs were identified based on the assessment conducted and presented in the previous assessment. The organizational needs that require effective administrative leadership

include maintaining competitiveness, facility and infrastructure upgrades, financial management, employee/ workforce development, and quality improvement organizational needs. The need to maintain competitiveness was identified because SVMC exists in a highly competitive environment, with the highest competition coming from nearby public healthcare institutions. The facility and current infrastructure, especially health information technology, must be updated for the organization to fit the current industry level and maintain competitiveness.

Additionally, there have been several financial issues due to suboptimal financial performance. The gap analysis in the organizational needs assessment showed financial variances, including increased loans and debts, reduced revenue streams, and increased overhead running costs and expenses. The assessment also revealed high employee turnover due to poor working conditions, failure to achieve project goals, poor skills performance, and knowledge management, thus the need for employee and workforce development.

STAR Competency Assessment Results

The STAR competency assessment is used to rate personal leadership competencies based on the healthcare leadership competencies recommended by the National Center for Healthcare Leadership (NCHL). I completed the STAR assessment on the top five leadership competencies identified earlier in this assessment. The leadership competency areas included communication skills, collaboration, financial skills, organizational awareness, professionalism, and change leadership. The average competency rating was a 7 out of 9, with communication skills scoring the highest. The outcome of the situation, task, action, and results for the behavioral examples had an average rating of 3 out of 5. Therefore, the STAR competency assessment results show that I have strengths in the leadership competencies assessed, and some areas require improvement. Based on this assessment, my leadership competencies include

effective communication skills, collaboration, organizational awareness, and professionalism. However, leadership competency areas of financial skills and change leadership require improvement.

Personal Leadership and Critical Success Leadership Competencies Comparison

My personal and critical success leadership competencies have various similarities and differences. Discrepancies also exist between the healthcare industry's needs and organizational needs. Based on the organizational needs assessment, the leadership competencies needed in the organization and the overall healthcare industry include financial skills, talent development and management, human resource management, information technology management, innovative thinking, team leadership, and relationship building. On the other hand, my leadership competencies include strategic orientation, project management, self-confidence, communication skills, Interprofessional understanding, and professionalism. The personal leadership competencies, similar to the critical success leadership competencies, include communication and collaboration skills, professionalism through subject matter excellence, strategic thinking, and management.

Analysis Narrative

Based on the comparison presented above and the organizational needs in my organization, it is worth noting that critical success leadership competencies are required to address the needs. In addition, the leadership competencies required to address the organizational needs align with the critical leadership competencies required to lead healthcare organizations successfully. Moreover, the discrepancies between industry and organizational needs were identified. They include maintaining patient safety, improving care quality, financial sustainability, and integrating health information technology. In contrast, the organizational

needs include quality improvement, upgrading facilities and infrastructure, financial management, and employee/workforce development.

My leadership competencies are my areas of strength, which can potentially offer me opportunities for career advancement in my organization and the industry. According to Heinen et al. (2019), leadership competencies required for different situations in healthcare are great opportunities for career advancement. Similarly, my effective communication skills, interpersonal relations, self-confidence, collaboration, and professionalism make me competitive and competent for higher administrative roles in the healthcare industry, which would help advance my career.

Individual Leadership Development Plan

According to Ledlow et al. (2023), an individual leadership development plan is a smart way of identifying areas of weakness or areas that require improvement in leadership and devising strategies to improve them, thus becoming a more effective; leader in meeting particular organizational and industry leadership needs. The areas of improvement in my leadership competencies include financial skills, relationship building, and change leadership.

Financial skills are the first competency need that I need to work on. Financial skills as a competency means the ability to comprehend, understand and explain financial and accounting information, prepare and manage budgets, and make sound long-term investment decisions. The action steps I intend to use to develop my competency in this area include taking basic financial courses, familiarizing myself with financial statements, and participating in financial projects in the institution. The set timeline to achieve these actions is six months, considering finance is a complex field. The performance measurement for achieving these actions will include the

number of financial courses taken, financial statements understood, and the number of financial projects I participated in by the end of 6 months.

Furthermore, I intend to improve my relationship-building competency. The healthcare field thrives in relationships from the external environment and within the organization. The actions I will take to improve my relationship-building skills include working on my ability to develop and maintain formal and informal contacts, building rapport with the external environment, and initiating networks. The set timeline is six weeks. The performance measurements for these actions include the number of contacts maintained and networks formed.

Change leadership is the other competency that I need to improve. Leading through change entails organizing stakeholders and managing their commitment to change. The action steps that will help me strengthen my competency include learning change management principles, looking out for best practices, and developing a change champion team. The set timeline for these actions is four weeks. I will measure the performance using the principles learned, the identified change management best practices and determine whether a team was formed.

Individual Leadership Development Plan Alignment with Industry and Organizational Needs

The personal leadership competencies identified above are based on the needs of the organization and the entire healthcare industry. Similarly, the individual leadership development plan identified action steps to improve my competencies and equip me to be an effective leader in my organization and the industry. Financial education, familiarizing myself with financial statements, and participation in financial projects align with the financial management needs of the organization and the industry. Scot et al. (2020) note that collaboration is one of the pillars of healthcare practice, facilitating professionals to work together. Therefore, developing contacts

and networks aligns with the collaboration and partnership industry and organizational needs. Learning about change management principles and best practices aligns with the industry and organizational need to survive in the dynamic healthcare field.

Conclusion

The success of healthcare administration today and in the future requires the incorporation of robust leadership competencies. Leaders in healthcare administration should assess the needs of their organization and their competencies and identify a need gap. The gap should then inform the leader of the competencies needed to address the needs. An individual leadership development plan can be used to devise strategies/action steps to improve competencies. The leadership analysis above has compared my competencies t, critical leadership skills, and organizational needs, leading to developing an individual leadership development plan aligned with organizational and industry needs.

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