World’s greatest leaders, Fortune.com/2014 (from left to right, by row):

Angela Merkel, German Chancellor
Alan Mulally, CEO Ford Motor Co.
Warren Buffett, CEO Berkshire Hathaway
Jeff Bezos, CEO Amazon.com
Jack Ma, Executive Chairman, Alibaba Group
Strive Masiyiwa, Founder & Chairman, Econet Wireless, Zimbabwe
Fazle Hassan Abed, Chairman, BRAC Bangladesh Rehabilitation Assistance Committee
Tim Cook, CEO Apple
Malala Yousafzai, Advocate for education rights;
Mary Teresa Barra, CEO, General Motors Co.
Zhang Ruimin, CEO Haier Group, China
Anand Mahindra, Chairman, Mahindra and Mahindra Group, India
IDD Vision
The IOCOM Digest and Dialogue (IDD) is to be recognized as a world class outcome management Journal/Periodical.

IDD Mission
IDD’s Mission is to provide useful, timely and thought-provoking content in outcome management driven disciplines that addresses a broad spectrum of practices for knowledge exchange among academicians, researchers and practitioners.

IDD Objectives
1. Bridge the gap between academicians and practitioners in the discipline of outcome management
2. Provide a platform to academic researchers and practitioners for disseminating their research work.
3. Promote adoption of innovative outcome management disciplines
4. Highlight challenges being faced by the outcome managers (practitioners)

IDD Scope
1. The IDD journal will cover application of the cross cutting themes of Outcome management disciplines. No other journal in the world is having such orientation.
2. IDD journal’s main emphasis is on applied research.
3. IDD journal will accommodate articles based on both qualitative and/or quantitative approaches. However, preference will be given to mixed methods and action research.
4. Geographical territory of our journal is the entire globe.
5. Our target audience includes academics and practitioners in outcome management.
Introduction of IOCOM

IOCOM is a not-for-profit corporation registered in Canada. It is an organization of professionals, academics and an alliance of international and national associations, societies and networks engaged in the discipline of outcome management.

IOCOM invites professionals and academics to create a forum for the exchange of useful and high-quality theories, methodologies and effective practices in outcome management drawn from all management disciplines. IOCOM encourages management practitioners contributing to outcome management in all fields to make use of our resources, to participate in our initiatives and to contribute to our goals as individuals or through outcome management organizations. We offer global linkages to outcome management professionals, organizations and networks about events and important initiatives, as well as opportunities for exchanging ideas, practices, and insights with peers throughout the world.

IOCOM’s Vision

To create a world where professionals, academia, organizations and networks with a focus and interest in effective outcome management, collaborate to strengthen the theory and practice of the discipline that benefits society.

IOCOM’s Mission

To promote outcome management in the world at large through multidisciplinary professional and academic collaboration and the quest for evidence in decision making for business and organizational viability.

IOCOM organizational and individual memberships are free and provide the benefits of professional connectivity worldwide. Please visit our web site at www.iocomsa.org and join IOCOM.

Please send your write-ups and comments to:
editorsIDD@iocomsa.org
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Mr. Zicky Hammud (Secretary General)  Canada
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Message from the Chair/President

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Atiq ur Rehman

Personal Leadership
Sarah Musavi

Understanding Emotional Intelligence in Coaching and Managing People
Manali Haridas Scott

Seamless Patient Engagement for Effective Data Collection and Better Health Outcomes
Mark Paul

How Positive Auditing Enhances the Strategic Contributions of Internal Audit
Basil Orsini

Authors’ Introduction

Call for Articles and Submission Guidelines
Welcome to this issue of IDD, which continues to be focused on the theme “Leadership and managing people”. Management literature summarizes the theme as an art as well as a science.

In my message in the previous issue I discussed how IOCOM’s corporate governance and management structure is geared to meet the needs of our diverse worldwide members. It is hoped that IOCOM’s move to regional and country level organizations will lead to greater reach, engagement and dialogue of members. The success of an extended governance and management through the principles of delegation and empowerment will depend on the leaders who have been tasked by the Board to evolve these structures using their leadership qualities and capabilities.

John C. Maxwell defines leadership, “A leader is one who knows the way, goes the way, and shows the way.” Sarmad Hasan in his blog post on February 13, 2017 (https://blog.taskque.com/characteristics-good-leaders/) characterizes great leaders as measured by ten top qualities: honesty and integrity, confidence, inspire others, commitment and passion, good communicator, decision-making capabilities, accountability, delegation and empowerment, creativity and innovation and empathy.

There are six key habits that make you a remarkably effective leader says Saher Naseem in her blog post on September 19, 2016 (https://blog.taskque.com/author/sahernaseem/). Leaders are always ready and supportive: to give credit (praising and appreciating employees lead to high level of job satisfaction); to admit mistakes (learning from your mistakes); willing to take risks (creative risk taking and converting failures into learning experiences); employees’ growth matter (providing opportunities for professional development); to remove productivity barriers or road blocks; and employee’s social life (creating work-life balance culture).

Yousuf Rafi in his blog post on April 18, 2018, talks about the “10 leadership lessons from the dotcom Mogul himself: Jeff Bezos” (https://blog.taskque.com/10-jeff-bezos-leadership-style/). Rafi says “the eCommerce king with a net worth around $112 billion, surpassed Bill Gates in his quest to serve his customers in the most lucrative manner possible. Of course, thanks to his gigantic empire at Amazon.com, Jeff managed to be the first person to cross the $100 billion mark”.

The top ten leadership lessons from the from boss of Amazon.com Jeff Bezos are: employee independence; convey a meaningful vision to your people; customers come first; be patient; huge failure; get obsessed with hiring the best people; promote new people at the right time; grab the
external trends; never kill your gut-decision making; and be short and specific (his preference short memos).

I ask all board members, regional and country representatives and all others who aspire to be future leaders of IOCOM or in their respective organizations to conduct a self-assessment of your abilities to lead, based on the definitions of the top qualities and key habits of an effective leader and the lessons from Jeff Bezos. Identify your strengths and weaknesses and take action to close the gaps in knowledge and skills and build on your strengths to succeed as an effective leader.

In this issue, I have written an article entitled “My Leadership Capabilities: A Self-Assessment” to motivate you to do the same. Other authors have written about Understanding Emotional Intelligence in Coaching and Managing People, Personal Leadership, Results Oriented Leadership, Seamless Patient Engagement for Effective Data Collection and Better Health Outcomes and How Positive Auditing Enhances the Strategic Contributions of Internal Audit.

Once again, a message to all members, let’s hear from you. IDD needs writers from all outcome management disciplines to maintain a continuous flow of articles, short or long. Tell us about your experiences. Let the world know what you are doing. As always, the editorial team welcomes suggestions for improving the quality of the IDD. It’s your e-journal. Help make it world class!

Chair/President
Sandiran Premakanthan
Editors’ Note

We feel immense pleasure in presenting you the first issue of the IDD for the year 2018. The main theme of the issue is “Leadership and Managing People”. The articles included in the issue highlight important areas leaders and managers can work on, to achieve organizational goals. One article highlights the importance of emotional intelligence and presents tips on how to develop it. Another article reviews models and behaviours of leadership and suggests measures for improving leadership skills. Still another emphasizes upon the need of a positive mindset of auditors and explains how this can contribute towards achieving an organization’s strategic goals. The article on Seamless Patient Engagement provides an innovative solution for an age old problem of reactive healthcare systems that result in a lack of actionable data for better health outcomes. We expect that readers of this issue will find these articles very useful.

Readers are always welcome to provide their feedback and suggestions for improving the quality of the IDD Journal and for increasing its usefulness. Interested authors are requested to submit their articles for consideration for any of our upcoming issues. Even though several themes have been suggested for our upcoming issues - Learning and Innovations Ecosystem, Financial Ecosystem and Supply Chain Ecosystem – we invite you to submit other manuscripts that don’t particularly fall into any of these categories or themes. We are always looking for sharing new and innovative ways of looking at outcome management in the various disciplines and areas of work.

Further details about our submission guidelines can be found on page 49.

Editors

Atiq ur Rehman, Susanne Moehlenbeck and John Flanders
My Leadership Capabilities: A Self-Assessment

Sandiran Premakanthan

Introduction

In my message for this issue on the theme of “Leadership and Managing People” I said I would attempt to conduct a self-assessment of my leadership capabilities when compared to the top ten qualities of effective leaders and their habits. This article talks about my experience in leading professional organizations as a volunteer.

My volunteer leadership roles

Institute of Management Services (IMS), Sri Lanka branch
My first leadership role goes back to the 1980’s as Course Director, Board member and Chairperson for a decade of the Institute of Management Services (IMS), Sri Lanka Branch. I served as Branch Board Chair for over 4 years. The IMS1 is a United Kingdom based professional body propagating the discipline of Work Study (Method Study and Work Measurement) also known as Industrial Engineering in other parts of the world. I am a Fellow (FMS) and life member of the IMS (UK).

Sri Lanka Management Association (SLMA)/ Institute of Management Sri Lanka (IMSL)
During my professional career I was involved as a founder board member of an organization known as the Sri Lanka Management Association (SLMA). The SLMA later became the current Institute of Management Sri Lanka2 (IMSL), the nation’s apex body actively promoting professional management since 1978 through education and training. The IMSL was incorporated by an Act of Parliament in December 1988 and is a full member of the Asian Association of Management Organizations (AMMO).

International Organization for Collaborative Outcome Management (IOCOM)
I have functioned as IOCOM founder President and Chairperson since the launching of the organization in January 2010. I continue to lead IOCOM which is now a not-for-profit corporation registered in Canada. I have seen the growth of the organization to its present strength in connecting outcome management professionals worldwide in 83 countries through our web and the e-journal IOCOM Digest and Dialogue (IDD). As in any organization as expected of a leader, I have worked collaboratively with all of the volunteer board members and

1 https://www.ims-productivity.com/
2 http://www.imsl.lk/
extended governance and management structure to move the IOCOM strategic agenda forward. The Board has developed strategic instruments to guide our actions. IOCOM celebrated its eighth anniversary in January 2018.

Top qualities, habits and lessons learned from effective leaders

In my message I referenced the top ten qualities, six key habits and Jeff Bezos ten leadership lessons. I will conduct a self-assessment of my leadership capabilities using these benchmarks:

Honesty and integrity
Honesty and integrity is listed as the supreme quality of great leaders. According to business writer Sherrie Scott3 in her article titled “Examples of Integrity in the Workplace” integrity “involves moral judgment and character, honesty and leadership values”. “Individuals who show integrity in the workplace not only understand right from wrong but they practice it in all they do”. Honesty on the other hand, she says, is an optimal example of integrity in the workplace. Honesty encourages open communication between leaders, employees and co-workers. It leads to effective relationships in an organization. A leader who is perceived to practice honesty and integrity creates a business environment where trustworthy actions set the foundation for successful business relationships.

I think that I have led IOCOM from infancy to its current state of maturity with honesty and integrity. I have displayed integrity by leading by example and set the foundation for appropriate organizational behavior.

Confidence and inspire others
Merriam-Webster’s definition of confidence is “a feeling or consciousness of one's powers or of reliance on one's circumstances”. The Cambridge dictionary defines confidence as “The quality of being certain of your abilities or of having trust in people, plans, or the future”. It also means the feeling or belief that one can rely on someone or something; firm trust.

Over the past eight years I have gained the respect and trust of board members past and present and members of the extended governance and management. You have followed my lead to develop and implement the many initiatives to move the IOCOM agenda forward. Although at times I may have displayed assertive leadership asking you to deliver your share of the burden of management. I have shown you the path for IOCOM to succeed for all of us to benefit with confidence required to ensure that you as followers trust me as your leader.

As John Quincy Adams puts it, “If your actions inspire others to dream more, learn more, do more and become more, you are a leader.” I think I have inspired those who have had the

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3 https://smallbusiness.chron.com/examples-integrity-workplace-10906.html
opportunity to play a role for IOCOM to dream more, learn more and do more and overcome any current and future challenges easily. As your leader, with my positive thinking approach, visible through my actions, I have motivated you to stay on track even when we had challenges to find the right volunteers to take leadership roles.

Commitment and passion

Commitment and passion are part of the equation to excellence and success. As your leader this picture speaks of my commitment and passion to see IOOCM grow to be the best in the world in achieving our chosen mission. When I started on this road to build a world-wide professional connectivity organization serving the needs of our members, I sometimes felt lonely but a few of you fueled this dream and propelled me to invest my time and money. I think I have shown my full commitment and passion to see IOCOM grow to its full potential. My biggest challenge is to identify a leader with equal if not greater commitment and passion to take the torch from me and continue the journey.

Good communicator

Z. Herford⁴, in his article Good Communication Skills - Key to Any Success says “good communication skills are key to success in life, work and relationships”. He added “communication is the process by which we exchange information between individuals or groups of people. It is a process where we try as clearly and accurately as we can, to convey our thoughts, intentions and objectives. Good communication skills are key traits of great leaders.

My ability to communicate effectively has not only facilitated the advancement of my careers and leadership roles, but has also been of benefit in social and personal relationships. As your leader I have clearly communicated IOCOM’s vision, mission and strategic objectives and produced a three-year dynamic strategic waves (a plan) and a communication strategy to move forward. We monitor the plan and the four strategic priorities and its elements at our quarterly board meetings. At these meetings I have provided you words of encouragement on results you

⁴ https://www.essentiallifeskills.net/goodcommunicationskills.html
have achieved such as membership growth through greater IOCOM awareness campaigns. I have engaged and motivated you frequently through e-mails, anniversary messages, and annual reports. I have used the IOCOM Digest and Dialogue since its launch in 2015 to communicate my messages and articles to share knowledge. At many conferences I have met you and discussed opportunities to advance IOCOM in your countries.

**Decision making capabilities**
My approach to decision making has always been consensus seeking through dialogue at board meetings. You may recollect, when I proposed to introduce membership fees, we had discussions and I accepted your recommendation not to charge membership fees. Decisions made by me for example, to appoint board members, I have presented at board meetings the candidate’s nomination and acceptance forms for approval by you. My capability to take the right decision at the right time has been facilitated by your feedback. At a recent board meeting I had to make a decision not to proceed with the initiative to host conferences in South Africa and India as IOCOM does not have the financial resources or seed money to initiate the action based on risk assessment and your feedback. Conferences would not only serve as capacity building opportunities for members but most importantly produce the much needed revenue streams. My decisions as your leader, hopefully has had the right impact on board members and the extended governance and management team. I always think long and hard before taking a decision but once I take the decision I stand by it, as leaders should do.

**Accountability**
When it comes to accountability, I follow the approach highlighted by Arnold H Glasow when he said, “A good leader takes little more than his share of the blame and little less than his share of the credit.” I always make sure that everyone is accountable for what they are doing. I introduced a quarterly progress reporting template on actions assigned to board members or others to clearly communicate who is accountable for what actions. By holding you accountable for your actions I have attempted to create a sense of responsibility to enable you to go about the business more seriously. When you have done well, I have recognized and celebrated your achievements and if you are struggling with your actions I have been tolerant and worked with you to move things forward by removing barriers.

**Delegation and empowerment**
Jan Burch says delegation and empowerment are essential skills for effective leaders and managers. Although interchangeably used, she differentiates the two terms; delegation is a straightforward means of assigning tasks to specific human resources. Empowerment on the other hand seeks to give a person more authority with the aim of developing commitment, loyalty, enthusiasm and expertise.

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5 https://www.brainyquote.com/quotes/arnold_h_glasow_165373
6 https://yourbusiness.azcentral.com/differences-between-empowerment-delegation
To meet the definition of the terms accountability, delegation and empowerment, IOCOM has implemented a network of country representatives to provide an IOCOM voice in every country, which is our goal. Most recently, we collectively approved IOCOM regional governance and management structures for Africa, South Asia and South East Asia using the principles of accountability, delegation and empowerment. The leaders appointed are now accountable to the Chair and Board and take actions to move the IOCOM agenda in these regions. Also at the AGM 2017 we amended the by-laws, which empower country representatives to create IOCOM chapters and form their governance and management structures as allowed by local laws with accountability to the board.

**Creativity and innovation**

Steve Jobs, one of the greatest visionaries of our time when asked this question “what separates a leader from a follower?” his response was “innovation distinguishes between a leader and a follower.” To be successful, a leader has to be creative and innovative at the same time. Paul Sloane⁷ says in his article on “What is the difference between creativity and innovation?” “Creativity is the capability or act of conceiving something original or unusual”. “Innovation is the implementation of something new”. He added, if you have a brainstorm meeting and dream up dozens of new ideas then you have displayed creativity but there is no innovation until something gets implemented. Somebody has to take a risk and deliver something for a creative idea to be turned into an innovation.

One of the four priorities of IOCOM is excellence and innovation in governance and management. At board meetings I have encouraged you to come with creative ideas for consideration to be developed and approved for implementation. We are employing innovative ways via web e-mail protocols and innovative tools to conduct our board meetings. A number of innovative web enhancement requirements were compiled with your help. With resource availability we plan to make IOCOM web a state of the art platform for members to enjoy spending their time to connect and dialogue and do all of the other things such as creating blogs, tweeting etc.

**Empathy**

The Oxford dictionary definition of empathy is “the ability to understand and share the feelings of another”. The Cambridge dictionary defines empathy as follows: “the ability to share someone else’s feelings or experiences by imagining what it would be like to be in that person’s situation”.

I have in my role as volunteer leader always been empathetic to board member situations such as participation at board meetings. Through dialogue I have understood your difficulties: remote locations and limited access to the Internet or family related illness or workload issues. I am

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always conscious of the fact that IOCOM is a volunteer resource based organization and the time demanded of volunteers is limited.

Conclusion

It is appropriate to conclude by quoting Warren Bennis “leadership is the capacity to translate a vision into to reality”. IOCOM started as a South Asian regional vision which translated into a worldwide professional connectivity organization. My leadership capabilities supported by like-minded people all over the world have made this possible with very little investment of financial resources.

My self-assessment evidence gives the confidence to say that I have the top qualities and habits of effective leaders to guide IOCOM.

Now it is time for me to ask you to provide your thoughts on how I have performed as your leader. Telling the truth will help me build on my strengths and improve where I need to do more to serve you better.

I thank my board members past and present, extended governance and management team and the general membership for having the confidence in me to lead IOCOM in to the future.
Leadership Failure, Styles and Behaviours

Atiq ur Rehman

Introduction

Leadership failure often proves very costly for organizations. In 2017, a video showing a passenger being dragged off one of the flights of the United Airlines went viral. The leadership not only failed to address the situation but also added fuel to the fire and deepened the crisis. The airline CEO, Mr. Oscar Munoz, defended the airline’s action by writing a message to the airlines’ employees which included an annoying statement. It read out as “our agents were left with no choice” (CBS News, 2017). It sparked a big reaction world-wide and culminated into a fiasco. Share prices of the airline plummeted by 4% in just a few hours of the start of trading at Wall Street, causing a loss of almost a billion US dollars (Cox, 2017). Interestingly, just a month ago, Oscar Munoz had been named, by PRWeek as “communicator” of the year 2017. Even then Munoz handled the crisis very poorly and caused heavy losses to his organization. History is replete with such stories and offers very valuable lessons for leaders.

This article presents an overview of major causes of leadership failure, discusses the Goleman styles of leadership and presents a leadership model that aims to enable managers in developing leadership behaviours more effective and results oriented.

Major causes of leadership failure

Leading causes of leadership failure identified through review of several studies (such as Cole, 2005; Morgon, 2015; Llopis, 2012; Llopis, 2015; Sanborn, n.d; Yarber, n.d; Laddin, n.d.; Mattone, 2016; Satterfield, 2017) can be grouped into two categories: 1) issues related to vision and planning and 2) issues related to the execution of vision.

- The issues related to vision and planning: Such issues include lack of vision; failing to communicate with key stakeholders; attitude of risk aversion; and lack of knowledge of the market, business and competitors. Poor vision does not stay long and creates negative implications for the organization. For example, it can cause erosion of love for the cause, and the absence of positive and strong emotions for a vision drain out the energy for action.

- Issues related to execution of vision: Such issues include shift of focus; bad attitudes such as overconfidence, not listening to others, showing selfishness, failing to invest in relationships and resources, placing emphasis on the “authority” of leadership; poor self-management; and failing to communicate effectively and in a timely manner the right messages in the right tone at the right time. Among these issues, poor self management is the most critical area. It
can exist in many forms such as: 1) being too busy - it hampers leaders’ ability to prioritise their activities, resources and time; 2) inability to organize details - it results in poor and ineffective decision making and may also force them to make wrong expectations from their followers and others; 3) intemperance - lack of control on emotions (a symptom of poor emotional intelligence) badly affects relations and damages organizational culture; 5) compromise of values – the Lehman Brothers bankruptcy scam offers evidence of how compromise on values can destroy an organization; 6) ethics slip - it often proves lethal for the organizations as it conveys counter-productive messages to the followers; 7) emphasis of title - it creates a gap between the leader and the followers; 8) failure to learn from their failure; 9) lack of self-knowledge; and 10) lack of capacity to absorb pressure. Poor self-management promotes an unhealthy culture in the organization. Most common symptoms of unhealthy culture are: failure to delegate authority, delegating responsibility along with the task, widely perceived injustice, poor decision making and not trusting team members.

Leadership styles

In order to suggest measures for developing result-oriented leadership behaviours, it is crucial to understand leadership styles. A leadership style is the way, which a leader chooses to achieve a specific goal. Priest & Gass (2017) define a leadership style as “the ways in which you express your influence and are determined by conscious choices you make to help clients achieve their goals in appropriate manners”. Leaders possess and display quite diverse styles. Leadership styles can be classified in several ways:

✧ Classification 1 - autocratic and participative (Allen & Sawhney, 2014); autocratic style is an old and conventional style of leadership while participative style has gained increasing popularity in the recent decades

✧ Classification 2 - autocratic (an authoritarian leader holds powers and does not delegate), democratic (the leader shares power, democratic participation in decision making) and abdicratic or laissez-faire (failing to fulfill his/her responsibility) (Lewin et al, 1939, Priest & Gass, 2017).

✧ Classification 3 - autocratic, democratic, bureaucratic, charismatic, laissez-faire, people or relations oriented, task-oriented, servant, transactional, transformational and adaptive-leadership (Kibbe, 2015).

✧ Classification 4 - results oriented leadership, process oriented leadership and people oriented leadership.

✧ Classification 5 - Daniel Goleman’s six leadership styles: coercive, authoritative, affiliative, democratic, pace-setting, coaching.
Among these classifications, Goleman’s classification is more comprehensive and is widely cited in the literature. Goleman’s classification is commonly known as Goleman’s leadership styles. Let us now discuss the application of Goleman’s leadership styles in real work settings.

**Goleman’s leadership styles**

Goleman presented the afore-mentioned styles in his article titled “Leadership that Gets Results”, appeared in the Harvard Business Review (HBR) of Mar-April 2000. The six styles of leadership described in the article are: coercive, authoritative, affiliative, democratic, pace-setting and coaching styles. Goleman believes that none of the styles are perfect and suggests that these styles differ in terms of their functions. For example, coercive leadership style can be best for turning around a situation and democratic style is meant to develop consensus by using participatory approaches (see Table 1).

**Table 1: Leadership styles**

<table>
<thead>
<tr>
<th>Leadership style</th>
<th>Function</th>
</tr>
</thead>
<tbody>
<tr>
<td>Coercive</td>
<td>To turn around a situation or manage problem employees</td>
</tr>
<tr>
<td>Authoritative</td>
<td>To mobilize and orientate people to a vision</td>
</tr>
<tr>
<td>Affiliative</td>
<td>To build team harmony, boost morale (creating emotional bonds)</td>
</tr>
<tr>
<td>Democratic</td>
<td>To develop consensus by using participatory approaches</td>
</tr>
<tr>
<td>Pace-setting</td>
<td>To nurture excellence and self-direction by setting high standards</td>
</tr>
<tr>
<td>Coaching</td>
<td>To focus on the personal development of employees</td>
</tr>
</tbody>
</table>

Source: Adopted from Goleman (2000)

Goleman (2000) has also provided empirical evidence for the varying impact of the different styles. Goleman examined the impact of these six leadership styles on six drivers of climate (here climate refers to workplace environment) by using correlation analysis (correlation coefficient varies from zero to 1 - a value closer to 1 means very strong relation and a value closer to zero means very weak or no relation; a positive value means a positive relation while a negative value indicates a negative relation). The Goleman’s study reported that coercive and pace-setting styles of leadership had overall negative relation with most of the drivers of climate. On overall basis, affiliative style had the strongest relation with climate followed by democratic and coaching styles. It is interesting to note that coercive and democratic styles had equal strength of relation with flexibility but in reverse direction.
Goleman’s classification is based on situational leadership theory which states that effective leaders change their leadership styles according to situations. Hence, the function of each leadership style differs from each other (see Table 1). Taking the case of the United Airlines incident, Oscar Munoz chose affiliative style of leadership to ameliorate morale of the employees, which proved counter productive. In such a situation, if he had, upon hearing the incident of forced removal of a passenger from the aircraft, displayed a coercive style of leadership, he could have controlled the damage. Coercive leadership style is used when the goal of the leader is to turn around a situation or handle a situation of crisis. However, it may be noted that the coercive style has side effects. Hence, it should be adopted only temporarily and very carefully.

How to develop leadership
Theoretically, it looks easy to adopt a leadership style in a given context. However, in practice it is not so easy. Hence, it is crucial to understand how one can develop leadership. Authors (such as Llopis, 2012; Cole, 2005; Fielkow, 2017) have suggested several ways to develop leadership competencies. The identified suggestions can be grouped into four categories: 1) attitudes; 2) knowledge; 3) skills; and 4) habits.
**Attitudes**
Leaders can nurture their attitudes in many ways which include identifying own core values and not compromising them, cultivating imagination to create a powerful vision, be willing to hear unpleasant messages, be willing to tolerate ambiguity and uncertainty and devoting time and energy to improve emotional intelligence, appreciating self and others on high performance.

**Knowledge**
Knowledge necessary to exercise leadership can be developed through deepening self-knowledge, holding oneself accountable for one’s own decisions and actions and seeking feedback from others for solutions.

**Skills**
Leaders can acquire and strengthen the necessary skills of leadership through learning: a) how to anticipate what can go wrong; b) when to lead and when to recede; c) how to continually improve communication skills etc.

**Habits**
The suggested habits for nurturing leadership are: confronting your failure and learning from it, developing your team and improving your business, trusting your gut and making more decisions, expecting that second chances are all around you, appreciating your leadership responsibilities, maintaining a clear and logical thought under great pressure, creating a healthy urgency - while not confusing urgency with importance, and so on.

**Proposed model for developing leadership**
As noted earlier, no single style fits all situations, as every style has a different function. Major factors affecting the decision of leaders to choose a particular style of leadership depends upon many factors: their philosophy, the situation, the culture and so on. Hence, they should carefully examine situations, then exercise the style of leadership for yielding an optimal impact. However, leaders need to constantly review their decisions and the outcomes by following the leadership model suggested in Figure 2. It suggests that they may begin with analyzing the situation, then choosing a style of leadership appropriate for the situation, then implementing the chosen style of leadership, and finally evaluating the outcomes. At final stage, they need to take note of the learning and use it in next episodes. It will help them in improving their ability to match a leadership style with a context. Clarity in the execution of a style is also crucial.
Conclusion
Leadership is not a choice - it is a must, especially for those who are working at senior positions in organizations. Leadership can be learned and it should be learned, practiced, reflected and fine-tuned. No leadership style is perfect and fits every situation. Leaders can acquire ability to match leadership styles with situations through opting for an experiential approach. They can do it by consciously choosing a style keeping in view a given situation, evaluating its impact and then refining their approach.

References


Personal Leadership

Sarah Musavi

Example is leadership—Albert Schweitzer

Introduction

In every era, we find some exceptional leaders because of whom the world has changed positively by leaps and bounds. Today, ‘leadership’ seems to be in our faces everywhere we go from schools to universities and workplaces.

Some of us have either become desensitized due to its overuse and maybe, some of us have actually started to think about our own leadership skills and taken the time to enroll in such a course. We reward children in schools for showing leadership, and hope that some more of their peers will get inspired to take the lead in coming years.

This article is a compilation of examples that showcase how personal leadership can be nurtured and that each one of us can become a leader following a simple recipe with personal leadership as a start. Do we all not have the ability to encourage others? Absolutely. But first, we must take personal leadership to face any situation with courage and conviction.

Is leadership a trait or a skill to be acquired?

The art of leadership is such a mystery and sometimes, both youth and adults start to theorize that leadership is in a person’s genetic makeup and that not everyone is endowed with it. That acceptance becomes an excuse for playing an average game in our lives. Most of us give up, for lack of adequate examples, guidelines and training, and do not even bother to look at our own resources and skills that could be used to lead a cause that could have made the world a better place.

How does a student or a co-worker exhibit leadership without being taught? Is it something they were born with, just like their genes or is someone supposed to show us how to be a leader? What is the recipe to becoming a leader so that each one of us could be one?

Over ages, we have debated whether leaders are born or made. Let us assume leaders are born. In that scenario, no amount of training or coaching would make non-leaders learn that skill. In that case, the recent rise in interest with leadership training programs would also not have gained
traction. People would not be paying big ticket prices to attend these training sessions and there would not be any testimonials or successes to showcase how leadership training made a difference in an individual, group, program, community or organization.

**When personal leadership is not given priority**

Have you observed people who come to work only because they are being paid? These are folks who follow the clock and at the stroke of the 7.5 hour work day, they are walking out the door. They usually sit in their work spots disinterested, often complaining about work conditions. I have always wondered why do these folks, with good mental abilities, like to hold back on the amount of energy they put out at work? What stops them from putting in their 100%?

All this came to a head recently when I asked a coworker, to put together a plan for making some processes a bit more user-friendly. The reply was shocking: “they don’t pay me enough to make me want to go the extra mile”, while she tapped on her smart phone sending personal messages and watching videos during work hours. As I continued to explore her mindset over the next couple of weeks, I learnt that her primary interest was in getting rich, whichever way she could, regardless of the kind of work she did. On the personal side, she was cutting into her sleep times, which led to her being tired in the day. I found her constantly spending every second minute taking out her smart phone to browse or text, and so her focus was divided among multiple ‘small stuff’ tasks, leaving her very little time to think deeply about planning long term. Added to that were her poor habits of eating and physical activity. She would often be suffering from headaches, irritability and stomach upsets.

That is unfortunately, a lack of personal leadership. Do I believe that she has the ability to lead? Absolutely, yes. So, why are so many of us going through the motions day after day, with divided attention and holding back our stellar abilities to make a difference in the world?

Daniel H. Pink, in his book Drive, elaborates that we are making a mistake by trying to motivate ourselves through external rewards like money, whereas the true elements of motivation, according to his research are autonomy, mastery and purpose. So why are some of us not able to lead a cause or treat our daily work with purpose which could translate into positive social change? Why are some of us simply going to work only to earn money? Why do we fall into the trap of underestimating our own abilities in making a difference? How do some of us achieve monumental results, far beyond what human mind can conceive at the outset? Do most of us believe that we lack resources to be leaders?
Personal leadership is where the journey of a leader begins: Kennedy and Lincoln

On May 25th, 1961, President John F. Kennedy gave the historical speech before the congress stressing the importance of USA’s flight to space, following the successful exploration by Soviet Union’s Sputnik in 1957. That USA had not been the first in space was a matter of embarrassment for the nation.

The magnitude of the project in terms of costs and resources was going to add tremendous pressure on national priorities. The congress had to be convinced to make it a priority. How did Kennedy get around it? Definitely it required leadership, networking, advocacy and political power. This part of the speech after all facts and figures, by Kennedy, in my opinion, gave the confidence to so many diverse individuals that this project was worth taking a risk for: “…. But in a very real sense, it will not be one man going to the moon-if we make this judgment affirmatively; it will be an entire nation. For all of us must work to put him there”.

President Kennedy was able to exemplify for the entire nation a sense of pride and purpose in their work. He was able to show how we can pull all resources when we have a goal, a plan and a focus. He exemplified how clarity in one’s values, strengths and weaknesses can lead us to achieve phenomenal goals. He was able to instill purpose and pride in the nation.

Abraham Lincoln’s leadership journey

A detailed analysis of Abraham Lincoln’s leadership qualities in the article, “The Leadership Journey of Abraham Lincoln”, in McKinsey & Co8 points out that Lincoln’s leadership was honed through many years of diligent planning, learning, focus, persistence and an attitude of self-belief in the toughest times- “Lincoln simply kept going. Once he made a crucial decision, he saw it through, even when virtually everything around him seemed stacked against such a commitment. This adherence was not the result of stubbornness or self-righteousness. Rather, it came from the care that Lincoln exercised in making choices, including the slowness with which he acted when the stakes were high; from his growing depth as a moral actor; and from his sheer will to get up each morning and do what he could in service of his mission”.

Abraham Lincoln was able to see the country through civil war by his foresightedness, and assuming the immense responsibility to affect the future of the nation with worth and dignity. Lincoln was not born into a wealthy or resourceful family, but he demonstrated that self-belief and purpose are enough to get us started on the journey of leadership. Lincoln has made a name for himself as a leader primarily because of the way he conducted himself in intensely stressful times.

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Lincoln exemplified that leadership is a quality that can be acquired through self-awareness.

History is witness to many such leaders like Gandhi, Nelson Mandela and Abraham Lincoln who exemplified personal leadership. As a result, they were able to mobilize massive movements, that at the start looked too formidable to tackle. They led by example of immense focus, a thirst for knowledge and a belief in purpose. They were able to chunk down the ultimate goal into manageable bites that gave clarity at the level of individual responsibility.

Human excellence is a state of mind—Socrates

In that light, I would like to hypothesize that each one of us is born to follow a life of purpose and lead a cause with an inherent ability. Sometimes, we may be born with more accessibility and agency but more importantly, we can all be leaders whenever we decide to be. Making that decision comes from knowing who you are, clarity of values and strengths and weaknesses, knowing what to go after and also what not to pursue, focusing and understanding how to get what one wants and then having a clear plan to achieve that dream.

A blueprint for effective leadership: Daniel Goleman theory

Though it may look like a simple blueprint for leadership, but in reality, according to Google’s Search Inside Yourself Leadership Institute, SIYLI, each one of us has the ability to influence others and in effect, each one of us is a leader. However, to be an effective leader, we need to have emotional intelligence that allows us “to be aware of, control and express one's emotions, as well as handle interpersonal relationships judiciously and empathetically”.

According to Daniel Goleman, self-awareness is the first step of becoming a leader. Goleman defined the 5 interconnected components of emotional intelligence in that order:

1. Self-awareness
2. Self-regulation
3. Motivation
4. Empathy
5. Social Skills

In this commentary, we shall focus primarily on this first step, so we can take personal leadership as a solid foundation on which to build the final goal of leading for change in one’s workplace, community and thereby the world.

This brings us to emphasize the importance of Gandhi’s famous quote:

“Be the change you want to see in the world”.

9 https://siyli.org/resources/how-to-be-a-great-leader
He who influences the thought of his times, influences the times that follow- Elbert Hubbard

If we agree that personal leadership is an achievable goal, then we also need to believe that everyone has the ability to exhibit personal leadership in their lives, and is not dependent on being commemorated with a title or role. In essence, we all are leaders, whether we like it or not, whether we know or believe it or not.

You will get all you want in life if you help enough people get what they want- Zig Ziglar

Lincoln exhibited personal leadership or followed the ‘Personal Legend’, as described in the novel, The Alchemist by Paulo Coelho, where it begs us to get more clarity on our purpose because it is our personal obligation to realize our destiny. The story of the shepherd who is traveling from Spain to the Egyptian desert, in search of a treasure buried in the pyramids, meeting various people who provide him clues in the direction of his quest, without really knowing what the treasure may be or even if it is there, provides testament to the importance of our dreams and to following the path to our goals with courage, focus and consistency. In all examples from history, the very first step is to believe in oneself, which is followed with consistent effort through courage, dedication and focus.

The most important thing is to inspire others to be great in whatever they want to do- Kobe Bryant

In the above examples, we see clearly that all great leaders, influential teachers and parents, do not simply dish out a laundry list of things to do and expect people to follow blindly. They inspire people through clarity of purpose that affects massive change. They take the time to educated themselves and then show a logical reasoning to generate energy. Once people see a strong cause, they can use their own logic to follow the cause, which motivated them to bring collective energy into taking the cause forward.

Once you replace negative thoughts with positive ones, you'll start having positive results- Willie Nelson

How do leaders manage to rally people and inspire others to reach for monumental goals while others simply go through the motions of being in a job?

It is clear that leadership requires courage, focus, consistency, clarity and persistence among many other qualities. These skills can be taught to anyone who is aware of his/her abilities that can make a meaningful difference, that in giving they shall receive.
The blueprint from Daniel Goleman points out that the ultimate goal for leaders must be emotional intelligence, but it has to start with self-awareness. When we are aware of ourselves, we respond to situations with focus, positivity and clarity, which can make us master communicators as we can relate to others with empathy, diffuse conflicts and inspire others to follow a higher purpose.

**What is self-awareness**

Aspiring leaders must have a goal, besides developing expertise and excellence in technical skills, to constantly hone their emotional intelligence, which starts from self-awareness.

Numerous surveys of exceptional leaders have shown the following traits:

1. clear about who they want to be;
2. know how to become their future self in the present moment;
3. aware of their strengths today;
4. know what skills they need to learn and master as they reach for their goals;
5. have a clear plan on how to achieve their goals;
6. have a plan on achieving personal goals;
7. plan and focus on how to inspire others achieve their goals;
8. are able to coach others to think and can challenge them to grow and contribute;
9. exhibit courage, focus, consistency and persistence in whatever they do; and
10. are clear about the challenges they will face in pursuit of their goals.

**The morning routine for self-awareness to practice personal leadership**

Many leaders have consistently stressed the importance of developing a robust morning routine, especially in the modern times, where our attention is being sought in many directions with the advent of smart devices. Leaders who have consciously taken a step back from their smart devices for the first two hours of their morning, find themselves become more self-aware, clear, calm, energetic and experience higher performance through focus every day.

1. Plan your day the night ahead
2. Wake up at or before dawn
3. Hydrate
4. Take enough time in morning for introspection through meditation, nature walk, reading, writing etc.
5. Strengthen your body with exercises that flush out biological toxins and enhance neurotransmitters that improve mental agility.
6. Eat a fruit, vegetable, nut and good quality protein breakfast to nourish
Conclusion

If we wish to become leaders in the world, we have to start with personal leadership. Self-awareness is the first step to that ladder of greatness which is available to each and every one of us, once we decide to climb it and play a large role that can create a legend to live longer than our life.

When we cultivate a calm mind, an agile body and high spirits, we can move on to inspiring others to think intelligently. Therein, we can all work towards a common goal of a peaceful world through inner peace that starts from calming and cleansing the mind and body each morning. In fact, most leaders practice silence therapy in the first two hours to build emotional intelligence so they can go out into the world with a calm mind that makes for good planning and effective personal leadership.
Understanding emotional intelligence in coaching and managing people

Manali Haridas Scott

Emotional Intelligence (EI), how aware are you of your emotions? Moreover, can you control them or adapt them when you are in the workplace? What exactly is it and how does it play out in the context of leadership? This article provides a basic understanding of EI and how the human brain works to harness emotions as strength through self-awareness. It talks about some of the barriers to EI and in recognizing the signs of high and low EI individuals.

Emotional Intelligence

EI has to do with one’s ability to both recognize and control his/her own emotions, while leveraging emotions appropriately as situations dictate. It also has to do with one’s awareness of and sensitivity towards others’ emotions. A leader’s emotional intelligence can have far-reaching influence over their relationships, how they manage their teams, and generally how they interact with individuals in the workplace.

Goleman’s EI Model

In 1995 the book, Emotional Intelligence: Why it can matter more than Intelligence quotient IQ by Daniel Goleman, a psychologist and science reporter, was published, and the core concept fixed itself firmly in the minds of CEOs and Human Resource Officers all over the world.

Daniel Goleman is an expert in the area of Emotional intelligence (EI). His EI model comprises of four domains: self-awareness, self-management, social awareness, and relationship management, which showed a direct correlation to the brain centers and an individual’s emotional traits.

At the heart of the concept of emotional intelligence is the belief that emotions originate in primitive parts of the brain. Because of this, even though emotions can cause instinct-based changes in behavior, the newer parts of the human brain (in evolutionary terms) and the higher functions such as reasoning and decision-making that came with them, can override those changes. This also leads to the idea that because it involves higher functions such as recognition, reason, and decision-making, emotional intelligence is a skill that can be learned and developed.

Common signs of high EI individuals:

- Good listener
- Know their feeling
- Know what their emotions mean and how they affect others people
Handle criticism without denial, blame, excuses
Open-minded
Don’t “sugarcoat” the truth
Apologize when wrong

Common signs of low EI individuals:
Blaming others
Victim statements “If only he/she would…”
Complaining to everyone about someone
Gossip, character assaults, office politics, drama, jealously of others
Inability to hear critical feedback

Evolution of the brain: Three functional layers

We as human beings still have a brainstem, located just above the spinal cord, which tells our lungs to breathe and our hearts to beat. This human brainstem is sometimes called the reflex brain or the first brain. We can summon it to conscious awareness, although it usually functions automatically.

The limbic system or emotional brain is thought to have developed out of the first brain. It helps us store and remember past experiences and learn from them. The limbic system in humans is located in the approximate center of the brain; when information enters the limbic system, we experience bodily sensations, transmitted by the peptides or chemical information substances, in the form of a “reaction” to the stimulus with much more awareness of what is happening than at the level of the first brain.

Out of this limbic system came the rational (thinking) brain or thin cortex. The cortex enables us to comprehend sensory information and plan accordingly. The very thin outermost layer of the cortex called the neocortex is responsible for higher order thinking and symbolic communication, art and ideas, and long-term planning. The millions or billions of connections between the limbic brain and the thinking brain allow for the free-flow of information between these layers.

Three layers of our brain vs. emotions

The first brain (brain stem) is the seat of autonomic or automatic response, as well as the seat of habits. It connects us to our external world through our skin, our pores, and our nerves. It controls what impulses get recognized and passed along to the two higher levels.
The emotional brain (limbic system) helps us know what things to approach and what to avoid by guiding our preferences. As we move through life and have more experiences, we have stronger intuitions, hunches, and gut reactions because more things are stored in the limbic warehouse. Intuition is emotional learning gained over many years; a 14 year old has little intuition because he or she has not experienced enough life to make connections between experiences. As we mature, we accumulate more reliable emotional data that can offer us valuable clues and guide our behavior, providing we become aware of its existence and learn how to interpret it.

The rational brain (neocortex) assists us with functions related to thinking and language: planning, questioning, making decisions, solving problems, and generating new ideas. This layer is connected to the emotional brain with millions of connections, allowing the emotional and the thinking brains to influence one another in a myriad of ways and providing rich data on which to draw conclusions and initiate action.

Our emotions have helped us immeasurably over the course of human evolution. Emotional responses are milliseconds faster than cognitive (thinking) responses; the lightning-fast reactions that bypass the rational brain centers were often survival responses for our distant ancestors. The limbic brain sends us the warning of a crisis before the rational brain can even process the incoming signal: the body has been alerted and is ready to act on our behalf.

The emotional brain was conserved for a purpose. Today, physical survival is less of a threat than it was to primitive man, but data from the emotional brain still gives us important clues to our surroundings and the actions we need to take. Ignoring this data on purpose or because we aren’t aware of it leaves us with only partial information.

**Intelligence and brain connection**

![Brain Diagram](image)

*Emotional intelligence is a balance between the rational and emotional brain.*
We tend to think of reason and emotion as being two different things, but it turns out that there may not be a choice between the heart and the head. Reason and emotions aren’t opposites, but rather two types of intelligence or, perhaps, two aspects of a single intelligence. Reason comes under the heading of general intelligence. That covers higher-order mental processes that include reasoning, attention and perception, and memory and language. Emotions are described as emotional intelligence, which takes in perceiving, immediate processing and applying emotional and social content, information and knowledge.

There are a number of theories about how general and emotional intelligence are related. As per Daniel Goleman’s theory, both the general and emotional intelligence are associated with different parts of the brain, with general intelligence in the prefrontal cortex and emotions residing in the limbic system, which includes the hippocampus and the amygdala.

**EI domains and our brain**

The first EI domain of self-awareness directly connects to the thoughts and positive mindset of an individual. Positive moods indicate increased creativity, problem solving, mental flexibility and efficiency in decision making. One’s mood affects thoughts and decisions. Negative moods tend to lessen the ability to focus and make sound decisions, stay on task, and create pessimistic bias. Yet with this sour mood comes a greater ability to pay attention to detail, be skeptical, and ask probing questions. Being aware of one’s internal state builds a stronger self-awareness. It is critical that positive frequencies through our thoughts are sent to the brain to activate the limbic region of the brain.

The second domain, self-management, is intrinsically tied to self-awareness. Being aware of emotions and then managing them can lead to being focused and, thus, achievement of goals.

The two main areas of the brain that are involved are the amygdala which is the trigger point of emotion and arousal, and the prefrontal cortex which helps in reasoning, inhibition and decision making. In situations where an individual is thinking negative, lacks self-judgment and awareness, the amygdala region of the brain gets a threat signal also referred to as “Amygdala Hijack”. Significant life changes can cause this, but even social interactions such as negative feedback, facial gestures, and criticism can yield these detrimental effects.

Fortunately, the prefrontal cortex can help regulate emotion by inhibiting the amygdala’s signals. This can be achieved by various techniques ranging from taking the dog for a walk to mindfulness sessions of meditation.
The final two domains of EI, social awareness and relationship management, are influential in group dynamics and building rapport. Without the mastery of the first two domains, these domains are not effectively managed and implemented.

Some of the most common EI barriers are
- Self-reference
- Self-absorbed in your own thoughts and feelings
- Lack of empathy, compassion and interest
- Devalues emotions (in self or others)
- Ashamed or uncomfortable with emotions
- Avoidance - don’t know how to respond

Eight steps to increasing EI and brain response

1. Know your behavioral style or personality to help find the courage to confront and accept responsibility for what you feel.

2. Become emotionally literate. Know what you’re feeling, name the feeling and know what is causing it. Do not blame people or situations. Do not minimize or deny the emotions. Consider the core feelings of anger, fear, sorrow, joy, disgust.

3. Check your self-talk, expectations, and life rules (e.g. others should/shouldn’t) to help differentiate your thoughts from your feelings.

4. Use strategies to experience or release the feeling e.g. walk, jog, chop trees, shower and scream; write a letter (Do not post it); hit the mattress; go on a roller coaster; dig; paint. If you cry, feel the emotion then write. These actions help us move through.

5. Build optimism and motivation example, spend 15 – 20 minutes quietly each morning.

6. Understand what others feel and respect them for it. Empathize with other people and accept their feelings. Do not control or lecture others when they verbalize their problems to you, as it creates defensiveness. Just listen.

7. Surround yourself with positive people who are willing to support you. Consider avoiding people who are negative towards you which will hamper your development. Gain feedback and consider having a coach or mentor.
8. Practice, practice and practice, as it takes time. The human brains follows neural pathways, so
stimulus leads to response and over time response becomes automatic. The path becomes a road;
the road the highway and the highway a super expressway until it requires extraordinary
measures to interrupt the automatic process.

Conclusion

We make better decisions when we act on information from our feelings, our instincts, and our
intuition, as well as on information coming from our rational intellect. It is our emotional brain,
after all, that allows us to access memory and assign weight or preference to the choices we face
at work and in our personal lives. It is our EI that guides us in controlling or accessing emotions
when we must adapt to change, get along with others, or deal with stress.

Emotional Intelligence (EI) is undoubtedly the most important variable for a person's effective-
ness, whether as an individual in society or as a manager in an organization. For effective
organizational performance organizations need to imbibe EI in their managers, besides selecting
managers with EI potential. Organizational performance cannot be improved by the EI of one
individual unless she or he is the CEO. Companies need to train people for this and invest time
and money.
Seamless Patient Engagement for Effective Data Collection and Better Health Outcomes

Mark Paul

Better healthcare: An aligned mission

Human health is a universal element that we can all relate to and no matter which country we live in or culture we come from it is the one thing that binds us in an aligned mission. That mission being the goal of improving healthcare delivery in order to improve the overall health of people, help the sick recover faster and to find more effective cures for chronic diseases. Healthcare is a very complex field, and due to its complexity the healthcare industry is slow to adopt to change and has a reluctance to modify methods of healthcare delivery. For example, recent improvements in the fields of information technology systems, health data science and medical automation is only now being tested and applied to the healthcare industry. This is happening at much slower rates of adoption when compared to industries such as finance and retail.

But over the past decade or so there is a major shift slowly taking place in the healthcare industries around the world. The historic, reactive systems of healthcare delivery are being finally questioned and more proactive systems are starting to appear. We are all very familiar with the reactive healthcare model, where questions like these are not unfamiliar:

1. Why is it that we only see the doctor when we are feeling physically ill?
2. Once diagnosed with a medical condition why do we need to physically revisit the doctor or hospital for follow up checks on if the medication is working?
3. Why does it take so long to accurately diagnose and manage chronic disease conditions like hypertension (it can often take months)
4. Why can’t I talk to my doctor when I’m at home or work or whenever I’m feeling unwell?

This reactive healthcare system we are all familiar with and are used to is actually starting to cause massive inefficiencies in patient outcome management around the world and even though more proactive methods are seen as highly risky and expensive, private and public healthcare systems around the world have started investigating how technology can usher in proactive healthcare techniques to improve patient health outcomes and provide cost efficiencies for healthcare providers and governments.

Software companies are working to create the next generation of proactive healthcare delivery tools. It is their vision that healthcare happens everywhere, not just when you are in physical
consults with your doctor in a medical clinic or hospital. In this article I will discuss how proactive patient engagement can improve the health outcomes of people as well as improve cost efficiencies for healthcare providers.

I will use the following key terms in the article:

**Healthcare Providers**: Refers to anyone responsible in providing healthcare services to patients (Medical Clinics, Hospital, Medical specialist etc.)

**Healthcare Payer**: The organisation or entity responsible to pay for healthcare once its delivered to a patient (Insurance company, Government in the case of Public Health)

**The Problem: Reactive healthcare systems result in a lack of actionable data**

Let’s take a few seconds and think about the last time you visited the doctor or the last time you took in a family member to visit the doctor. The consultation would have started off by the doctor reviewing your medical history in the medical records software, they will then ask you to explain to them about the problem you have come in for today. As you explain your symptoms and issues, they would proceed to log in comments into the medical record software. They will then proceed to ask you some follow up questions or take medical measurements like your heart rate, blood pressure, blood sugar or weight. If there is enough information to complete a medical diagnosis the doctor explains the condition and writes a medical prescription. If the doctor does not have enough information to make a diagnosis, most likely additional tests like a blood test or EKG test (An EKG is used to check for signs of heart Disease) will be required before a diagnosis is made.

To summarise the above process, we can say that the doctor is collecting data in order to assist them to make a diagnosis. If they do not have enough data to make a diagnosis in a single visit they will request for more data via a laboratory test or ask you to come back to see them again to collect more data. They may also refer you to see a specialist doctor, who then collects more data from you. Today, this process of data collection is only done when you are physically present in a medical clinic, laboratory or hospital and often times data collection can go on for months before a diagnosis is made. For example, in order to diagnose someone with high blood pressure (hypertension) it may take a few months of repeat visits to be able to identify a pattern of increasing blood pressure before a diagnosis and treatment plan is completed.

Now let’s assume that you have been diagnosed with high blood pressure (hypertension), the doctor now needs to come up with a treatment plan to manage your health condition. They usually start off with a specific drug and dosage, they request you to follow this combination for a few weeks and come in for a repeat assessment where they will collect more data to assess if the treatment plan is working or needs to be changed. In most cases, this cycle of drug/dosage
combination and repeat visits for assessment can continue for months before the doctor has enough data to concretely say that your health condition of hypertension is now managed.

As you can see, this entire reactive process of diagnosis and then managing the patient’s health condition can go on for months or even years. The doctor needs to collect enough actionable data to assist them to make a clinical diagnosis. In the traditional, reactive system we are all willing and accustomed to the doctors collecting data during hospital, laboratory or medical clinic visits where you need to take time to be physically present.

Most people have a busy life with work and family and are often not happy about physical visits. These same people are also now used to more technologically advanced channels of communication, and they don’t see the need to be physically present to share data. Imagine if you had to physically visit the bank each time you had to check your finances or make a bill payment? Although this banking experience was the norm just 10 years ago, it’s almost unheard of today as we do all our banking in our own personal time and devices. People are also expecting this experience from healthcare but unfortunately this is not the case.

The outcome of the existing reactive healthcare systems as discussed above are basically causing delays in the collection of actionable health data. These delays are impacting the patient’s overall health as they have to wait longer to be diagnosed and treated (hence causing more damage to their bodies). These delays are also causing massive cost issues for healthcare providers and payers, for example, the longer it takes to control a patient’s health condition the more likely the patient might end up in a hospital or require expensive treatment procedures.

It is obvious we need to fix this ineffective means of data collection, and this realisation is becoming more and more evident each day for all parties involved in the healthcare experience.

The reactive model is highly ineffective for both the patient as well as the medical provider. It results in negative health outcomes for a patient as treatment is delayed and results in high costs to the healthcare system due to bad utilization of medical resources.

Proposed solution: Enable new sources of actionable data
Let’s now look at a potential solution to the above-mentioned problem. To do that we need to ask the following question:
Why does this reactive pattern of collecting health data from patients continue? Especially when the negative outcome of doing so is becoming very transparent. My experience and assessment of this problem in Australia and worldwide indicate the following key gaps:

1) Healthcare providers generally do not accept data generated outside physical clinics or hospitals because they don’t trust the quality of data.
2) Healthcare providers feel that coordinating remote collection of data will add more effort to their already busy workloads.
3) Patients don’t feel confident in self-monitoring due to a lack of health education and lack of motivation.

**For the sake of topic focus, I will leave out 2 other reasons identified in my findings. Which are the security and privacy aspects of remote health data collection and storage and the added liability and responsibility healthcare providers inherit from having more data to monitor. I will discuss this in a future article.**

Software companies are focusing on building a platform of tools that solve the above three gaps. I feel that (if executed correctly) effective remote patient monitoring can be achieved using a seamless patient engagement experience. If we can build an automated system that can continue the conversation between healthcare provider and patient in between physical visits we can slowly unlock new sources of health data and once these new data points flow in, they can be merged with data collected by the doctor during physical examinations and paint a more holistic view on a patient’s health journey. In theory, more actionable data would equal faster decision making ability and better health outcomes for patients. This, in turn, would result in cost efficiencies for healthcare systems.

A specialised software can theoretically target the above-mentioned three gaps by offering a patient engagement platform with the following key features:

1) To address the distrust in remote health data, it can provide a way for healthcare providers to create structured remote data collection programs tailored to health goals. Each program enforces some guard rails on:

   a. What kind of data needs to be collected and when does it need to be collected.
   b. What instructions need to be followed for data to be considered valid.

   These structured programs are then automatically enforced by the specialised software. Patients are first educated on correct data collection techniques and general health condition guidance. The goal of the software would be to enable the patient to self-monitor with education and structure and this in turn improves the quality of the data.
2) To address the concern healthcare providers have in extra workload that may be created by coordinating remote data collection campaigns, the software can provide a complete autonomous mechanism in the form of an intelligent, automated Health Coach who coordinates data collection activities with minimum disruption to healthcare providers. Data is collected remotely, assessed for irregular patterns and then reconnected back into any electronic medical software that clinics and hospitals already run for the doctors to assess whenever they choose. The goal is to be unobtrusive to a doctor’s existing workflow and yet make new sources of data available for better clinical decisions.

3) To address the lack of patient motivation in self-monitoring, patients are empowered with unparalleled visibility on their health data. They have full control to view their data and see trends and invite family and friends to also view their progress. The software also “Gamify” the experience (see below for explanation) by rewarding the patient for program compliance and adherence. The patient is motivated as they see progress and are rewarded for following through on their tasks and this in turn increases the amount of quality data being generated and shared back to the healthcare providers.

Gamify or Gamification is the process of taking something that already exists – a website, an application, an online community – and integrating game mechanics into it to motivate participation, engagement, and loyalty. Gamification takes the data-driven techniques that game designers use to engage players, and applies them to non-game experiences to motivate actions that add value to your product.

The points discussed above (although explained as hypothetical features of a specialised software platform) are actually a hypothesis on how the problem of ineffective, reactive healthcare can be solved with an effective patient engagement solution. But this hypothesis requires a mental shift in thinking and I do see that shift in the mental attitude also developing, for example, recent studies by Deloitte\(^2\) and Accenture\(^3\) show that:

- 50% of Patients want to partner with their Doctors in the management of their health
- 80% of Patients would follow a Doctor’s instructions to self monitor and share their data to assist the Doctor
Healthcare: A brighter future

I discussed the current reactive state of healthcare delivery around the world. We saw how it’s operating inefficiencies result in a lack of actionable health data which in turn result in negative health outcomes for patients and inefficient management of global healthcare resources and budgets. I then discussed a viable solution to the problem via seamless patient engagement to enable remote data collection in order to drive a more proactive healthcare experience. I then gave a hypothesis on how the gaps to make this proactive movement a reality can be solved and saw that the world is mentally ready for a shift from reactive healthcare to proactive healthcare.

Conclusion

I conclude that we are in the midst of a paradigm shift from reactive to proactive healthcare. Patients are ready to become engaged and medical systems are ready to engage remotely with their patient base. This leads to an environment where seamless patient engagement can be the answer for effective data collection and better health outcomes.

I firmly believe that healthcare as we know it is changing and we should welcome this change, because ultimately this means that those who are closest to us will live healthier, live with less pain and live longer and this mission is something worth working towards. I started this article with the statement health is the one thing that binds us in an aligned mission, and this alignment needs to continue.

"There is nothing that touches the human soul more than your health"
Bill Mcdermott, CEO, SAP

References:

Within 5 years, the majority of clinically relevant data will be collected outside of the clinical setting (Gregory Abowd, American Medical Informatics Association keynote)
How Positive Auditing Enhances the Strategic Contributions of Internal Audit

Basil Orsini

Introduction

The profession of internal audit is expected to innovate to ensure its continued value-added contributions to its organizations and its stakeholders. The profession’s world leader, The Institute of Internal Auditors, audit committees, corporate leaders, internal auditors, and other stakeholders, including the general public, expect internal audit to evolve to take advantage of emerging opportunities to continue to be relevant. In public sector democracies where audit results are distributed more widely, Chief Audit Executives must also produce reports that satisfy the information needs of elected officials and tax payers.

This article shows how internal audit can innovate by expanding its coverage to include positive findings on subjects critical to organizational success. The movement to include some positive findings in internal audit reports needs to become more systematic and disciplined to more completely meet stakeholder expectations. The article defines and promotes the addition of “positive auditing” to the standard internal audit coverage focusing mainly on deficiencies. It will show how the concepts of risk, risk management, and professional practice are enhanced by the addition of “positive auditing”.

Traditional internal auditing and future direction

Since its inception, internal audit has focused on adding value by mainly focusing on organizational deficiencies needing correction. This focus is an important, well established area of organizational interest and value that must continue in order to meet professional and stakeholder expectations. The recommendation here is that professional practice expand its orientation and coverage to include the examination, validation and reporting on positive performances that are critical to organizational success. In other words, like other areas of human social study, we need to expand our vision and tool kits to also identify, validate and report on important areas of organizational wellness so that they are strengthened.

10 IA, Internal Auditor, published internationally and bi-monthly by The Institute of Internal Auditors. “Update: New Pulse report says agility, talent and innovation are key to internal audit’s future relevance”, April, 2018, page 11. Cover article, “Information Distillation: In audit reporting it all boils down to what’s important to stakeholders”, April, 2018, pages 24-29.
Learning from other disciplines

We can learn from similar developments in other professional studies of human social behavior. After more than one hundred years mainly focusing on and addressing the negative aspects of individual and group behaviors, the field of human psychology officially enhanced its coverage in 1998 to include the now burgeoning field of “positive psychology”\(^\text{11}\). “Positive psychology offers a balance to this previous weakness approach by suggesting that we also must explore people's strengths along with their weaknesses. … Positive psychology seeks a balanced, more complete view of human functioning.”

Internal audits of organizational performance can enhance its value by making a similar enhancement to its paradigm, or how it sees itself.

Risk-informed internal auditing

The international professional practices framework (IPPF) - standards, and implementation guides – of The Institute of Internal Auditors (IIA)\(^\text{12}\) fully allows for the inclusion of “positive auditing” on matters of critical interest to the success of organizations. Conformance with professional standards requires the application of independence and objectivity, a neutral perspective, to the examination of organizational governance, risk management and internal control, using risk analyses to prioritize audit activities. The examination and reporting on successful organizational performance in important areas adds another dimension of strategic importance in support of the achievement of objectives.

Professional standards require the application of risk analyses to help prioritize internal audit planning and examination. This approach ensures the best use of limited audit resources to add value to the organization and to the benefit of its various stakeholders. The IIA defines “risk” as “the possibility of an event occurring that will have an impact on the achievement of objectives. Risk is measured in terms of impact and likelihood.”\(^\text{13}\) In other words, risk involves uncertainties about possible opportunities as well as possible negative events. The concepts of risk and risk management used by auditors are usually limited to the negative, i.e., to identifying adverse uncertainties that might negatively impact the achievement of approved organizational objectives, to the neglect of opportunities and other positive possibilities. In fact, private and


\(^{12}\) *International Professional Practices Framework (IPPF)*, published by The Institute of Internal Auditors, 2017 edition. The framework provides the structural blueprint of how the body of knowledge and guidance fit together.

\(^{13}\) IPPF, page 243.
Public sector organizations are established to pursue opportunities serving the public good. By broadening the application of risk and risk management to also include organizational strengths and opportunities, internal audit will draw attention to areas where senior management should reinforce activities or areas involving new ventures.

**Telling greater value added internal audit stories**

This broadening of scope generates new kinds of stories to tell which in turn increases the value of internal audit reports to organizations and their stakeholders. In the public sector, elected officials and taxpayers are very interested in knowing where investments are being administered effectively, as well as knowing where administrative improvements are needed. Validated successful public administration creates greater confidence in public interventions which does not diminish the value of identifying where public administration needs improvement. For example, public decisions on the future of social programs would benefit from information provided by an audit that identified and validated where the administration of complex public interventions was successful. As an example, the Government of Canada publishes all internal audit reports so that all stakeholders can learn from these public investments.

Internal audit reports tend to focus management’s attention on weaknesses requiring corrective action. Positive findings, where they are reported, are not normally subject to the same rigor as negative findings. This preference is based upon a restricted concept of internal audit service that needs to change.

### Conditions for positive auditing

We will now consider conditions under which the addition of positive auditing to an individual engagement reduces audit risk to the quality of work while enhancing the value of the results to the organization:\(^\text{14}\).

- Positive auditing gives greater attention to the identification, examination, validation and reporting on critical organizational strengths. Greater analytical attention to validated strengths will improve the support for and sustainability of those strengths.
- Balanced audit examination and reporting on critical operational strengths and weaknesses demonstrates greater degree of auditor objectivity and thoroughness. Consequently, balanced reports are more likely to be appreciated and acted upon.
- By reporting on all essential aspects to the success of an organizational activity, the audit results have more credibility because they demonstrate a greater degree of understanding.

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\(^\text{14}\) *How Oversight Improves Organizations through Balanced Assessment and Reporting* by Basil Orsini, published in *The International Journal for Outcome Management Research and Practice*, IOCOM Digest and Dialogue, Vol 3, No 4, Oct-Dec 2017, pages 17-20. Some similar issues were raised more generally for oversight groups.
by the audit team. The attitudes of the auditors will not have been inadvertently biased through an incomplete examination of all critical factors critical to organizational success.

- The examination of an apparent strength may reveal an unexpected weakness unknown to management. Similarly, an organizational strength may be achieved at an unduly high cost, or it may not actually exist.
- The reporting of validated strengths promote the transfer of these successful practices inside and possibly outside the organization. This transfer benefit is especially pertinent to large, decentralised and public organizations. The increasing access of stakeholders to internal audit reports, especially reports in the public sector, makes this transfer of knowledge more important than ever.
- Some auditors are reluctant to report on organizational strengths in case they might have missed a shortcoming that might appear at a later date. Internal audit involves judgements that cannot guarantee 100% accuracy. They fear this audit risk could reflect negatively on their work. In fact, this kind of audit risk exists for both negative and positive reported findings and is addressed by following professional standards designed to minimize those risks.

There are also circumstances when an internal audit engagement should focus mainly on positive aspects of administration critical to the achievement of objectives. Provided that the engagement meets the professional standards, this focus also qualifies as a value-added internal audit. To illustrate, new organizational initiatives pursuing strategic opportunities present important risks or uncertainties. Until agreed upon criteria are established for assessing the success of the initiative, a traditional audit focusing on possible shortcomings is neither professionally feasible nor welcome by management. On the other hand, an independent and objective report that validates successful practices can be very helpful to all concerned.

**Positive internal auditing – an example of validated successful internal communication practices**

The IIA’s bi-monthly journal, *Internal Auditor*, published my article on an internal audit engagement which reported on validated successful internal communication practices in the largest Canadian government department (excluding National Defense) 15. Recognizing that an audit confirming that “internal communications aren’t working as well as they should” would be of little value to the organization, and with the support of senior management and the audit committee, we decided to identify and validate the best practices of internal communications.

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15 Internal Auditor, published internationally bi-monthly by The Institute of Internal Auditors. Cover article, *Communication: Sharing Information, Ensuring Understanding*, December, 2000, pages 28-33, which received the outstanding article award for “significantly impacting the profession.”
across this decentralized organization. We compiled and shared validated information about best practices as a way of promoting their sustainability and transfer across the organization.

Conclusion

In summary, we have seen how the addition of “positive auditing” to the focus of internal audit enhances the value of its reports to the organization and to its stakeholders. This enhancement supports the continued development of the profession by working within established standards while addressing some inherent audit risks. This direction is consistent with the development in other professional studies of human social behavior. It is the direction toward which internal audit should continue to evolve. This article has shown a way to advance the mission of internal audit as a service to organizations and their stakeholders.
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