

# Leadership Skills for Effective Quality Management- Nelson Mandela's lessons

**Professor Rajiv Erasmus**

**President, Africa Federation of Clinical Chemistry (AFCC)**

**Chemical Pathology, Stellenbosch University**

**Cape Town, South Africa**

**Tehran, Iran**

**20<sup>th</sup> April, 2019**

# Health and High Impact Leadership

- Leadership is a critical component for any organization seeking to drive improvements in health care quality and patient safety

Peter Drucker, leading management guru said...Leaders

- Must have a sense of **purpose**
- Must have **followers**
- Be able to **influence**
- **Motivate** their colleagues
- Build a **complementary team**
- Each **strength** is made **productive** and each **weakness** is made irrelevant

## A New Model of Leader-Follower Relationships



# WHAT IS THE PURPOSE OF THE LEADER IN THE LABORATORY

## Assuring Quality in Every Laboratory



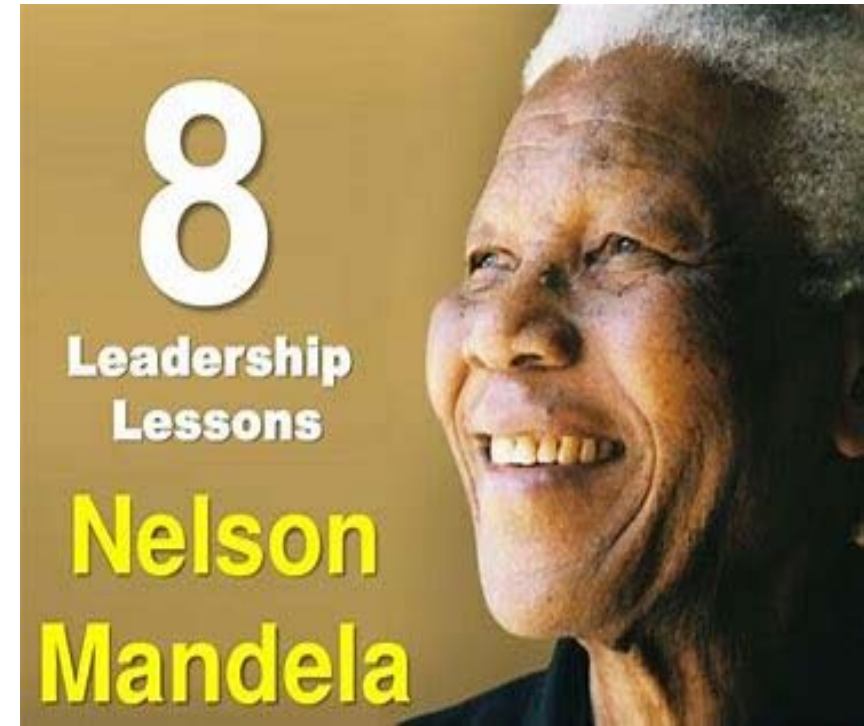
# Nelson Mandela's 8 lessons for Leadership



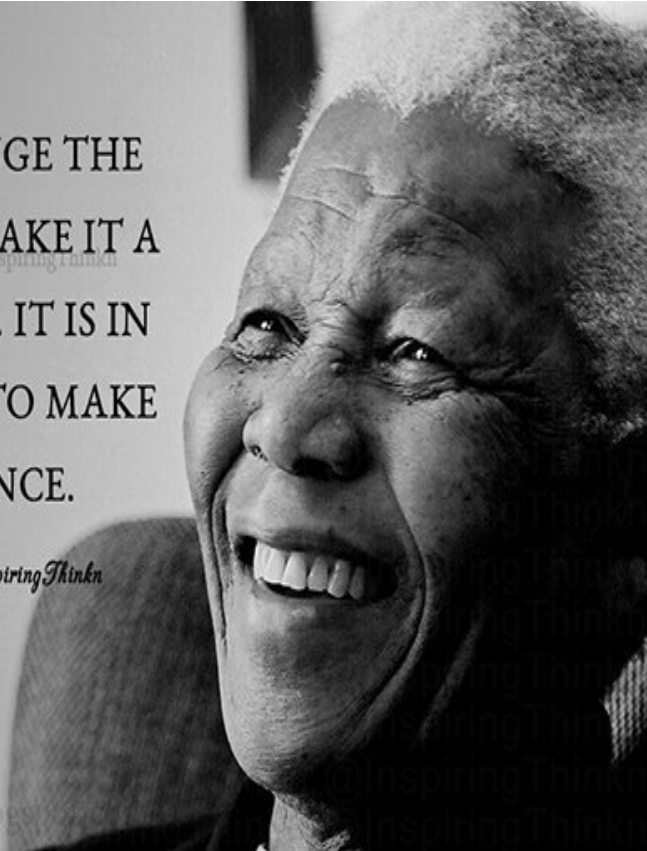
- In 2009, Nelson Mandela turned 90 and Richard Speigl carried out a series of interviews that were published in TIME magazine which were later called “Mandela’s 8 lessons of Leadership”
- These have now been widely studied throughout the world and used to guide emerging leaders
- **So how can we adopt them in the laboratory environment**

# Mandela and 8 Lessons on Leadership

- Nelson Mandela was a master tactician and a strategic leader and his lessons are mostly practical, stemming from practical experience
- Leadership is key in ensuring that the laboratory continues to be the anchor in patient centred care by providing appropriate and relevant diagnostic tests that are affordable, precise and accurate



# LESSON #1 : LEADERS CAN CHANGE THEIR ENVIRONMENT



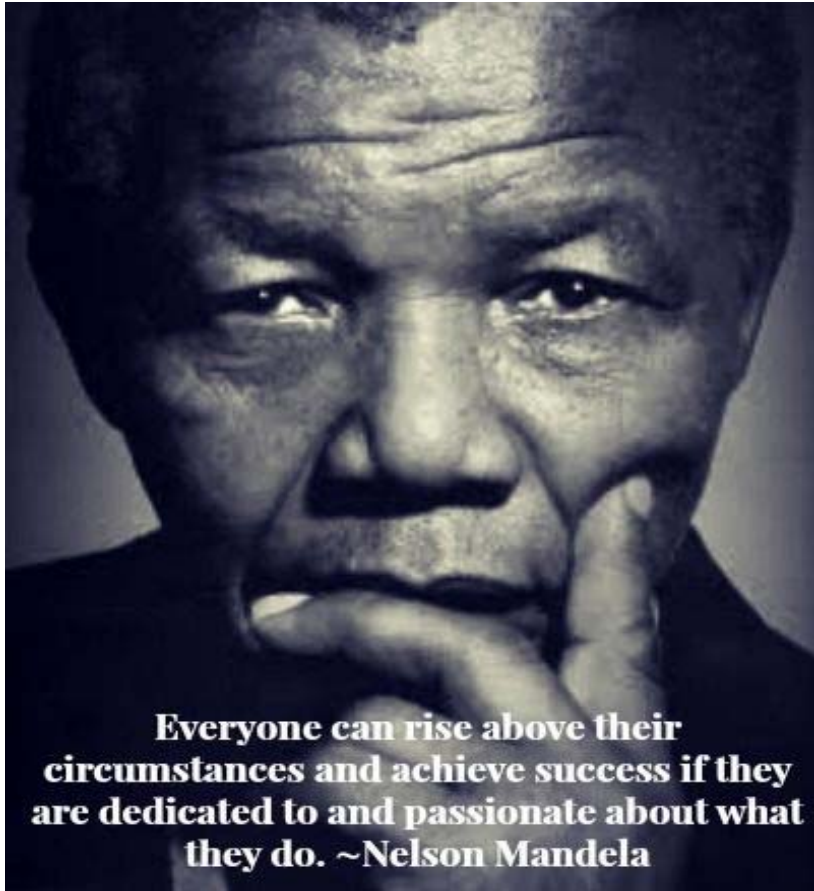
WE CAN CHANGE THE  
WORLD AND MAKE IT A  
BETTER PLACE. IT IS IN  
YOUR HANDS TO MAKE  
A DIFFERENCE.

*Nelson Mandela / @InspiringThinkr*

*thelightinheart.blog*

- “Good leadership is characterized by **competency in practice and involvement in quality management**”
- Leaders need to **promote** quality at ALL LEVELS and **motivate** participation from all staff
- Leaders need to influence all staff to ensure that quality is EVERYONE’S business

## LESSON # 2



**What are our values in the lab ?**

What do we **believe** in ?

Leaders motivate us to **passionate** r

And make us aware of our **responsibilities**

Do we **realise** that behind **every sample** is a

**PATIENT** and that sample must be treated

with **RESPECT AND CARE**

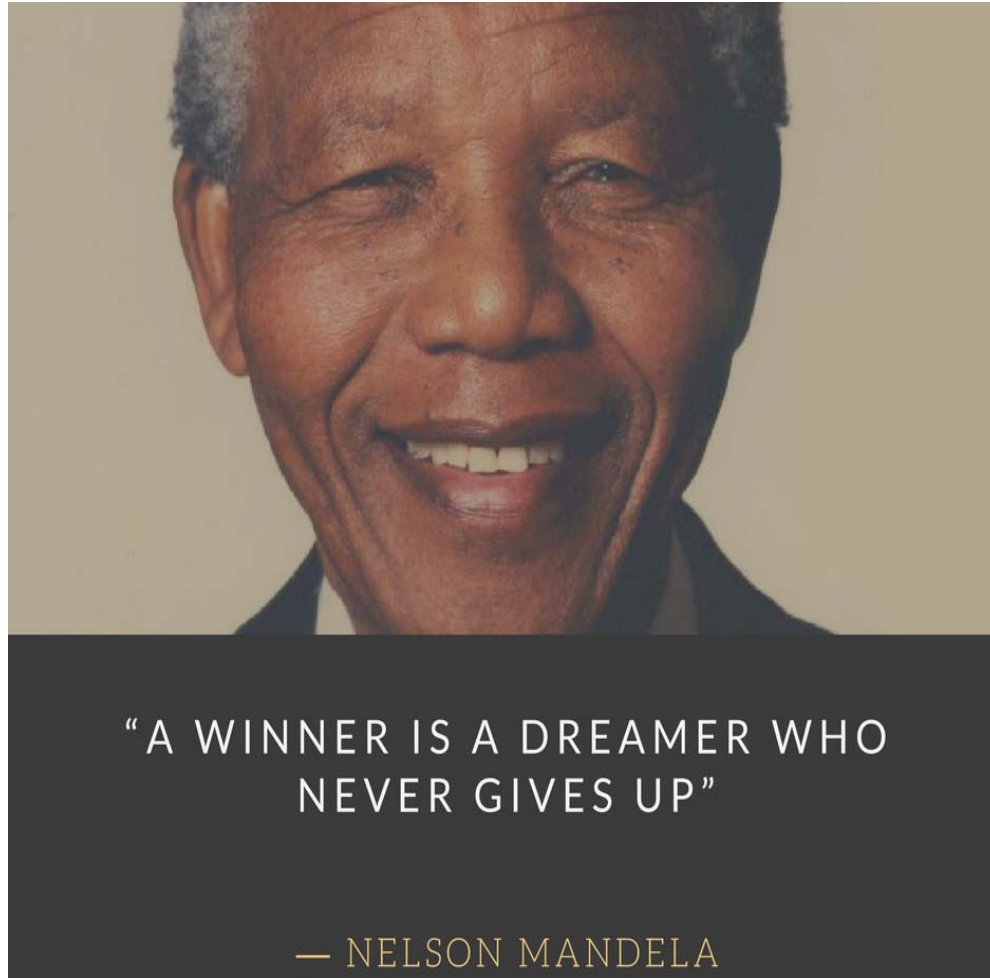
In 1963, Singapore the least developed cities,30 years later it became the most developed through the passion and dedication of its leader

**We too can do so...passion and dedication**





## LESSON # 3: NEVER GIVE UP, GET UP EACH TIME YOU FALL



“A WINNER IS A DREAMER WHO  
NEVER GIVES UP”

— NELSON MANDELA

# Good leaders communicate and never give up

- Its in the hands of leaders to change the laboratory landscape even with limited funds.
- Its by exerting influence and having self belief
- Effective communication is critical for success

**SO, HAS OUR PRESENCE IN THE LABORATORY MADE A DIFFERENCE TO PATIENT CENTRED CARE.**

*Lets question ourselves, how can we make a difference?*



# LESSON # 4 : SACRIFICE AND FREEDOM

“Real leaders must be ready to sacrifice all for the freedom of their people.”

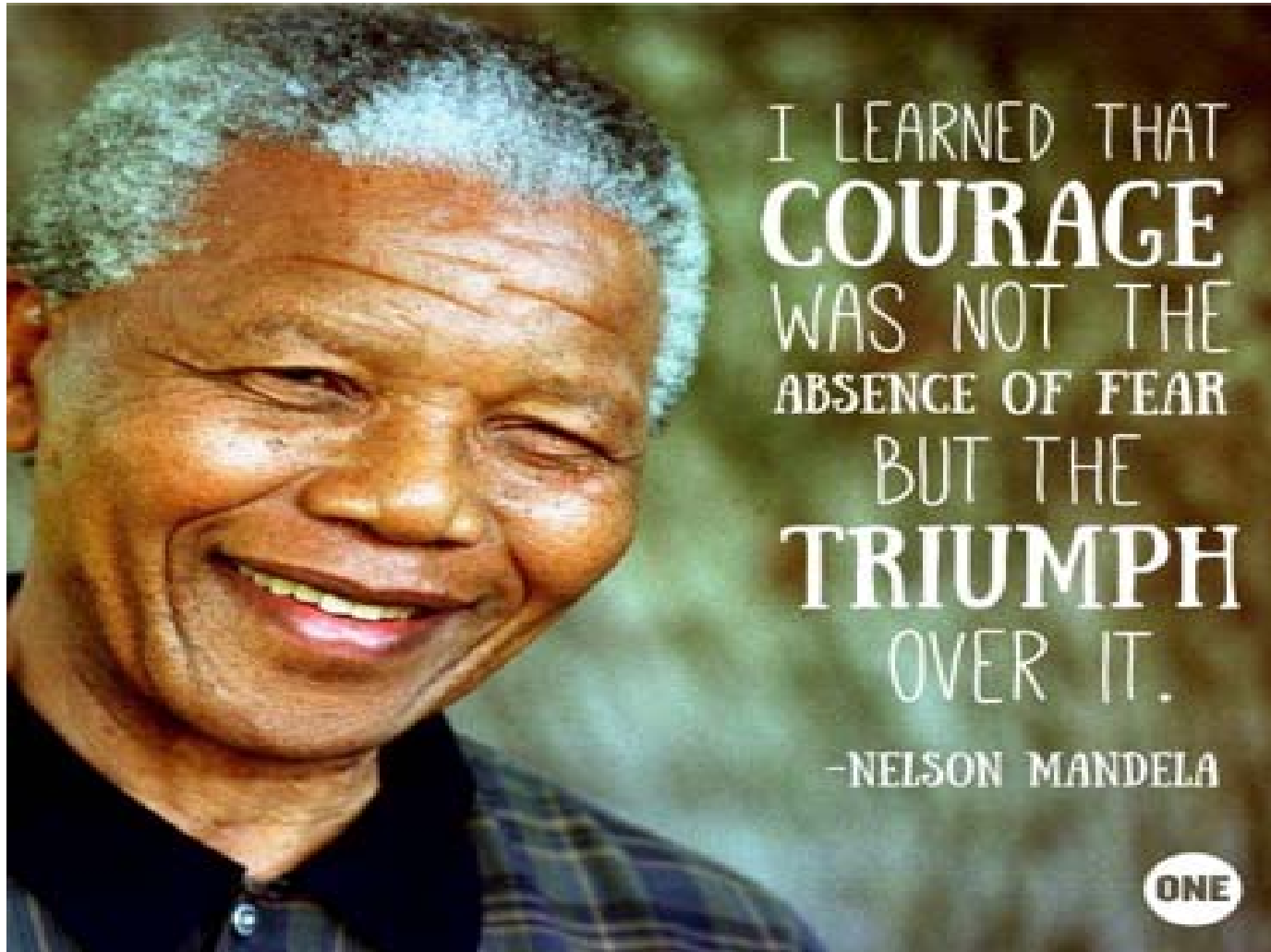
4



## **Sacrificial Leader**

- Are we ready to defend the laboratory
- Will you defend the patients' rights
- Are you ready to defend and promote your profession

## LESSON # 5 : COURAGE AND FEAR



# Be courageous and even when afraid don't show it

- In the laboratory and in the hospital you will have to fight many battles
- You will have to defend your staff, fight for them, sometimes be brought down by them, be firm but not afraid
- During these times you should show no fear
- Real leaders admit their fears, but are not crippled by them. **They DO, and they ARE, and that's enough**

“Successful leaders have  
the courage to take action  
while others hesitate.”  
John Maxwell

## LESSON # 6 : ACKNOWLEDGEMENT AND CELEBRATION



It is better to lead from behind and to put others in front, especially when you celebrate victory when nice things occur. You take the front line when there is danger. Then people will appreciate your leadership.

(Nelson Mandela)

[izquotes.com](http://izquotes.com)

# Teamwork: Acknowledge again and again

- When you achieve, acknowledge the team every time
- Not yourself
- It's the greatest source of encouragement to attaining team work
- But always be there to support when things don't go the right way
- Accept responsibility and accountability



# Lead from the back—and let others believe they are in front.

- Humility is at the core of good leadership. People are usually willing to follow someone who they believe has their back—someone more interested in them, than in themselves
- The trick of leadership is **allowing yourself to be led too**. "It is wise," he said, "**to persuade people to do things and make them think it was their own idea.**"
- "Leadership is not just telling people what do, but getting them to want to do it.





## LESSON # 7: FORGIVENESS AND SELF FREEDOM

---

AS I WALKED OUT  
THE DOOR TOWARD  
THE GATE THAT  
WOULD LEAD  
TO MY FREEDOM,  
I KNEW IF I DIDN'T  
LEAVE MY BITTERNESS  
AND HATRED BEHIND,  
I'D STILL BE IN PRISON.

---

- NELSON MANDELA -



# Hatred and forgiveness

- There will be many colleagues you will dislike & many colleagues would not like to work with you too
- Always remember what your goal and values are
- What is your purpose ?
- Remember the patient who is depending on you

**Like Mandela the outcome is important and therefore we need to change our thoughts..... not any easy one**



## **LESSON # 8: LEARN TO WORK WITH YOUR ENEMY**

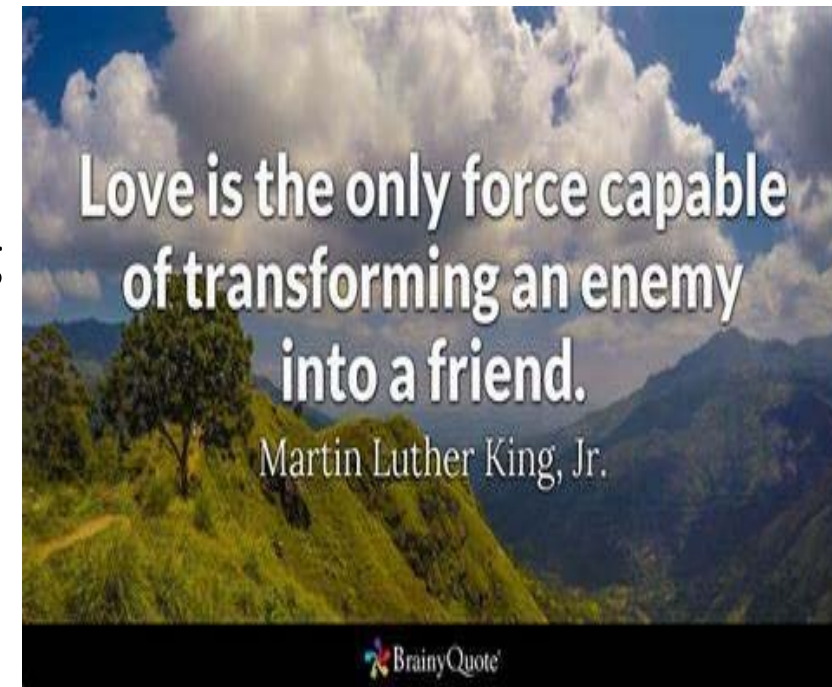
**If you want to make peace with your enemy, you have to work with your enemy. Then he becomes your partner.**

**Nelson Mandela**



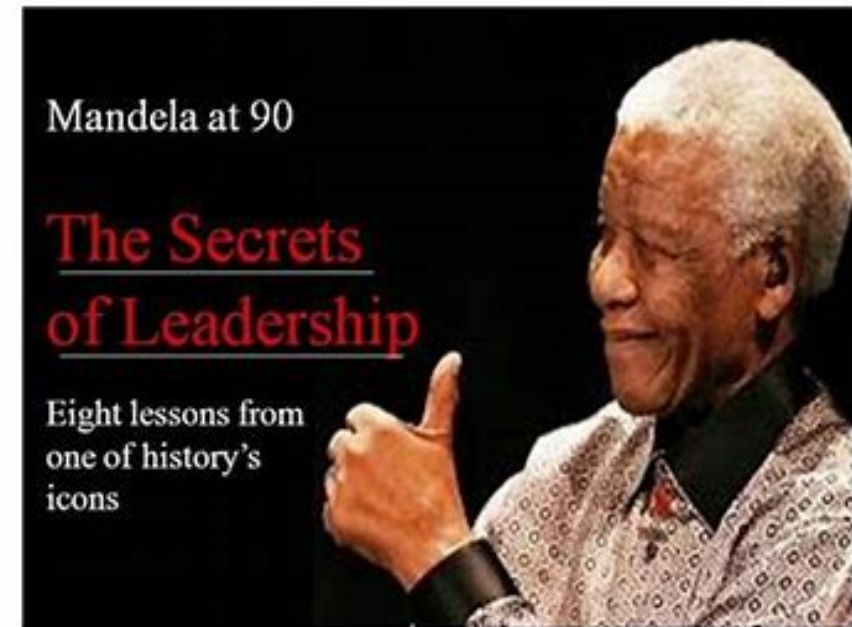
# Keep your friends close—and your rivals even closer.

- "Mandela believed that embracing his rivals was a way of controlling them: they were more dangerous on their own than within his circle of influence"
- All this can break the ice and can help in managing conflict in the laboratory
- Too often we avoid or simply argue with opponents rather than connecting with them in a neutral way -**but there are also times for a simple cup**
- **Get interested in your colleagues** even when they disagree with you, is a powerful skill. Develop it



# So what can we learn from these 8 lessons

- Therefore in the lab environment we need to delegate and motivate our staff to become more accountable and responsible
- As leaders we need to have self belief
- Leaders should be willing to put themselves into any situation to help out
- We need to maintain effective relationships.
- Participation by all members is the philosophy

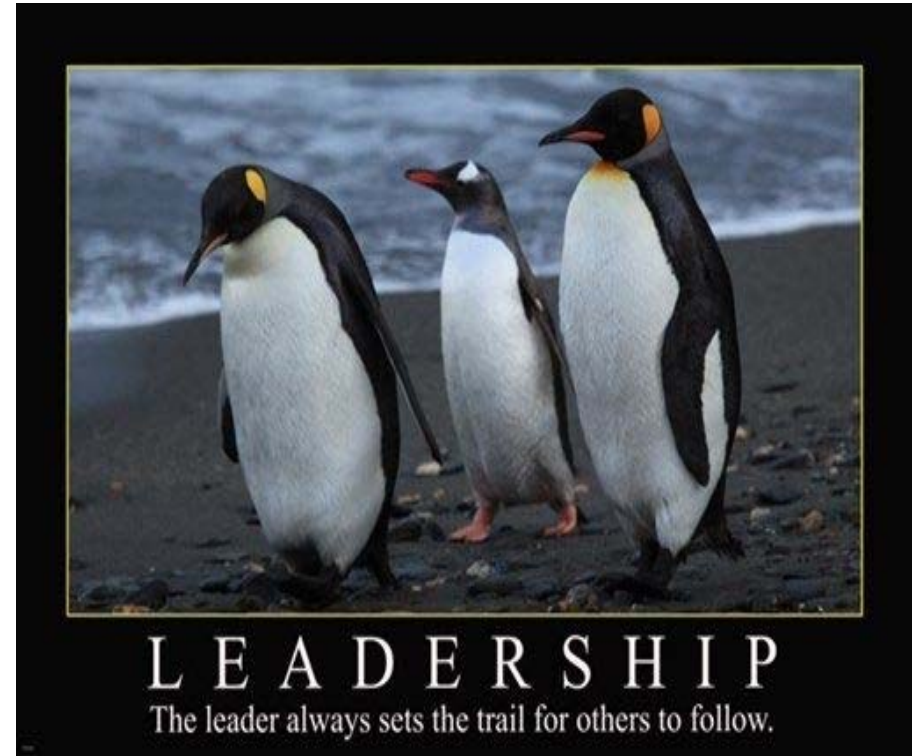


# Failing ..... And yet becoming stronger

- In the lab we will fail many times, so let it be a challenge,
- Through **self belief** and **determination** we can provide the best service.
- We owe this to our patients as diagnostic testing is critical for patient management
- Always remember *We are the **Science** behind the **Cure***



# NOBEL SQUARE, WATERFRONT AND PENGUINS IN CAPE TOWN



**Thank  
You!**