

# Exemplary leadership assignment



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Nicole Lomupo Examples of Exemplary Leadership I have not plagiarized on any aspect of this assignment. Introduction The Wall Street Journal is a national news source indispensable to corporate industries and business professionals. The publication discloses current information on economics, politics, industry leaders, and international relations. The articles and discussions printed in the Wall Street Journal present readers with an opportunity to gain sufficient expertise about management and leadership. Most importantly, one can depict how these roles are incorporated and utilized in competitive markets.

This report is a representation of different leadership styles identified in Wall Street Journal (WSJ) articles discussing the healthcare industry and corporations alike. Undoubtedly, many would agree the purpose of developing or entering into a business is to become wealthy through the success of the company. Success entails many different contributing factors but, primarily begins with administrative personnel. The terms executive, supervisor, director, manager, and administrator display alternative titles to one synonymous role: LEADER. Leaders are placed in an influential position and expected to motivate employees to perform well.

How a leader operates, directly affects the functioning of staff workload and thus, the outcome of the company. The Wall Street Journal features many articles exemplary to a variety of leadership styles. Dating from January 15, 2011 to April 9th, 2011, one could find examples of Transformational or Autocratic Leadership within articles discussing the new healthcare law. Because the healthcare law is recent and extremely controversial, many

articles have been published approaching the topic and likewise appear exemplary of a Democratic Leadership style.

Other aspects of healthcare such as, specialty services and Information Technology (IT) have, too, been mentioned in exemplary leadership articles demonstrating Servant and/or Transformational styles. Health insurance companies are constantly changing and never an absent subject. Negative examples of leadership seemingly fall under these commentaries. Slightly changing direction away from health care and toward the automobile industry, Toyota flourishes as a popular topic in the Wall Street Journal. Intriguingly, numerous articles about the company and how the organization operates have been displayed in several issues.

The sequence of printed articles discussing Toyota captures a transformation from one leadership style to another. The CEO publicly unveils how, and why, he turns his company from operating under a Bureaucratic style to a more “bottom-up” leadership approach. Examples of Exemplary Leadership January 20, 2009 marked one of the most historical events this country will ever encounter. On this day Barack Obama was sworn into presidency as the first African American president of the United States of America.

Along with his new position in office, also came proposals for new laws and big changes in budgets. Specifically, an entire healthcare reform is under way and this country, obviously, cannot turn away from controversy and debate about the subject. As the most prominent leader of our country, President Obama is only appropriate to exemplify in reference to leadership styles. The WSJ is overwhelmingly covered in articles concerning the policy

changes President Obama is proposing and the new healthcare law is no exception. Tuesday, March 1, 2011, The WSJ published an article written by Janet Adamy.

Her article represents a great example of Democratic (participative) Leadership and is titled, Obama Offers Skeptical Governors Bigger Role Under the Health Law. Janet Adamy's feature discusses Obama's offer to allow state governors more flexibility in deciding how to expand health insurance coverage. His proposal presents an invitation for the governors to give their input concerning the law change and partake in a larger role during the process (Adamy, 3/1/11, p. A1, U. S. News). The President's request for the governor's participation demonstrates Democratic Leadership behavior.

President Obama's offer encourages positivity for some politicians while another health care incident does not fulfill the same actuality. A perfect example of negative Free-Reign Leadership was made available to the public when the WSJ released Friday's issue on February 18, 2011. Medicare-Fraud Crackdown Corrals 114, written by Mark Schoofs, Maurice Tamman, and Brent Kendall, details what may be considered, the largest Medicare fraud account in U. S. history. The authors uncover the alleged schemes that took place in nine cities with 114 suspects penalized on charges. The cases involved umerous incidents where providers were working alone or with a few correspondents and an immense lack of supervision was present. Nobody was monitoring the services being billed or the amount charged. Many of the providers billed the insurance company for services that never occurred (Schoofs, Tamman, and Kendall, 2/28/11, p. A3, U. S. News). Free-  
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Reign Leadership involves trusting individuals enough to allow them to perform tasks unmonitored. Evidently, the Medicare scandal exists as the result of this style of negatively rendered leadership. Examples of Exemplary Leadership

As the new health law continues to progress, considerable change sweeps across all areas of the industry. Respective health care professionals must adjust services and procedures accordingly in order to comply with specific guidelines. Decision making among business entities sometimes involves collaborating different ideas with intentions of forming an agreement appropriate for all parties. A similar scenario, relating to this type of decision making, occurred in February between insurance groups and patient advocates. Avery Johnson is the author of Defining Essential Care.

Defining Essential Care is an article published in the WSJ, reporting on a dilemma regarding which services should be covered under insurance plans and how to categorize essential from non-essential services. Legislators have assigned ten sections of benefit coverage under the new law-determining essential services to be covered under these categories is left for regulators and insurance groups to decide. Specifically, patient advocates believe rehabilitative and habilitative services should be covered under general benefit plans while insurance companies feel these services should fall under more expensive plans (Johnson, 2/28/11, p.

A3, U. S. News). The predicament reveals the sincerity of the patient advocates. One can recognize how patient advocates act exemplary of a Servant Leadership style. These individuals sustain strong values and are

pursuing the needs of the patient by arguing rehabilitative services should not cost more for consumers. Insurers, on the other hand, just want a paycheck. They display little interest for patient needs and appear immoral. Continuing on the subject of rehabilitative services along with the new healthcaere law, Dennis Berkman portrays Transformational Leadership through his article,

Kindred to Acquire RehabCare Group. In summary, the article announces the merger between Kindred Healthcare Inc. and RehabCare Group Inc. Kindred Healthcare runs and operates several long term care facilities while RehabCare Group specializes in rehab service facilities. Combining the two companies produces one of the largest health care companies in the U. S. Executives from each company explain their reasoning for the merger comes from the healthcare reform laws with the intention of becoming more efficient (Berkman, 2/8/11, p. B3, Corporate News).

Both CEOs are focused on the future and prepared for the transformation healthcare will soon undergo. Aware of the changes, they are able to integrate two organizations to accommodate the upcoming era. Examples of Exemplary Leadership One predominant issue concerning the ongoing changes of healthcare lie budget cuts. Budgets and spending are always a hot topic among politicians and state governors. Questions frequently posed relate to where cuts should be made and who will be taking the losses. The state of Florida is no stranger to problems facing fiscal policy.

Florida's Governor, Rick Scott, is regularly mentioned amid Wall Street Journal articles. Most of the articles revealing Mr. Scott's government role

annotate his performance as exemplifying an Autocratic Leadership style. Early in the month of February, an article released in the WSJ titled, Florida Governor Seeks Cuts in Budget, depicts Scott's budget proposal. His plan, which is obscurely outlined in the article, basically entails him pointing fingers at areas he considers improvident and then chopping off billions of dollars toward funding those particular programs.

Target examples include: Medicaid, income tax, and pension plans. While private businesses approve Scott's decision, many officials and economic professionals feel these budget proposals may create more of an economic crisis than what Florida is currently facing (Campo-Flores and Levitz, 2/8/11, p. A4, U. S. News). Later in the month of February, another article about Governor Scott was written by Arian Campo-Flores and published in the WSJ. Again, the information disclosed in the excerpt, Fight Over a Fix for Florida Pill Mills, deals with budgets and healthcare policy.

The article surrounds Scott's decision to revoke a state-funded program aimed at monitoring prescription drug trafficking. Apparently, this sort of behavior has proliferated in Florida and continues to be a detrimental issue. Many agree prescription drug trafficking is the result of poor oversight. Scott opposes the program because of concerns relating to funding and budget deficits. His refusal to support the program attracts a lot of negative commentary from neighboring states. Even fellow Republicans began criticizing his decision (Campo-Flores, 2/28/11, p. A4, U.

S. News). Articles, Florida Governor Seeks Cuts in Budget and Fight Over a Fix for Florida Pill Mills both reflect Rick Scott's leadership style as exemplary

of Autocratic Leadership. He took his position in office and began administering his power to command and appoint an infinite number of changes to state-funded programs. His proposals for budget cuts involve substantial reductions which appear risky and unnecessary. Scott's adjudication and demeanor radiates narcissism. He seems abusive to his position as a political leader. Examples of Exemplary Leadership

Digressing from the healthcare industry, Toyota Motor Corporation underwent a complete transformation of management procedures to change how the corporation operates. An array of passages landed spots in the WSJ in reference to this inspirational revolution and Toyota Set Push to Avoid Recalls, written by Chester Davis and Yoshio Takahashi, appeared Thursday February, 24, 2011. The article explains where the company lapsed, why the transgression occurred, and how the company plans to restore its reputation. The core issue Toyota faced was defects and mishaps in development.

Particularly, pedal applications were improperly assembled and these errors originated from inattentive quality checks. Toyota managing director, Shinzo Kobuki, mentions how management was more focused on quantity than quality and relied on a Bureaucratic Leadership style (Dawson and Takahashi, 2/24/11, p. B1, Corporate News). Operating under a Bureaucratic management left employees over-worked, and without incentive for assuring a safe work product. Poorly manufactured vehicles were put on the market for sale without proper safety evaluations and soon after, Toyota succumbed to an onslaught of lawsuits.



This awakening triggered the administration to modify current management practices with efforts geared toward quality and efficiency. The WSJ published an article Tuesday, March 8, 2011, introducing Toyota's new strategy for efficient performance and regulation of the company. The newspaper only hinted the CEO's intentions for the company by stating the company plans to downsize administration to enhance decision making (Dawson and Shirouzu, 3/8/2011, p. B3, Corporate News). The formal announcement was then released two days later on March 10, 2011.

Toyota Hones Focus, Top Rank, reports President Akio Toyoda's new vision for emerging their company through improvements in management. An executive figure in a corporate market could find this manifestation stimulating. President Toyoda proves himself as an authority figure by formulating aggressive measures to transform and rebuild his company. Striving toward efficiency and quality, President Toyoda explains Toyota's vision is no longer numbers, but rather, achieving accuracy and productivity through a "bottom-up" leadership approach (Dawson and Takahashi, 3/10/11, p. B5, Corporate News).

Acknowledging employee input provides encouragement and empowers staff to thrive for excellence as contributors to the company. Present and Future of the Healthcare Industry The healthcare industry currently defines pandemonium exhibiting a state of instability and limitless opportunity for the remarkable. The field encompasses a multitude of components individually important to the entity as a whole. As technology continually advances at an exponential rate, one can only imagine an environment

forthcoming, in which greater efficiency, improved quality care, and an overall increase in health is realized.

The idea sounds tantalizing but considering the cartel's unparalleled level of economic distribution, near future outcomes remain inconceivable.

Healthcare reform presently poses on a platform anxiously anticipating further launch. Opposing delegates are consistently instigating the movement creating a stall on operations. As for now, the predicament signifies a long haul of extensive debate and quarrel. President Obama's example of Democratic Leadership may have the potential to influence the anticipated change.

Granting state governors a participative role in the new healthcare law could hopefully dismiss various conflicts and alleviate some of the obstruction. If participating governors respect the President's decision and appreciate his offer to be heard, compromises are likely to prosper with agreements on new laws and procedures for the future of healthcare. In terms of the present and future of healthcare, Baby Boomers are an important topic of discussion. Dressed in swimsuits, the Baby Boomer generation will shortly arrive at retirement's door prepared for Medicare's pool to open.

Apprehension lingers throughout the healthcare industry as to how this reality will pan out. Medicare already exists as problematic and this course only adds fuel to the fire. The article discussing Medicare Fraud, previously mentioned, is a preface to the probable disaster new retirees will create. If Medicare incurs fraud amounts as high as \$240 million now, one can only contemplate what will soon happen. Hopefully, healthcare leaders and

politicians have recognized the problem at hand and have addressed solutions to resolve the issue.

Supervision, or lack thereof, clearly arises as the core issue of this scandal. With an increased lump sum of patients enrolling for Medicare, stricter monitoring will need to be implemented if the industry plans on avoiding similar schemes. The Medicare Fraud incident proves the healthcare industry, at a federal level, cannot operate under a Free-Reign Leadership style. With the future holding more enrollees, more services will be provided and government leaders must stress the importance of monitoring claims. Present and Future of the Healthcare Industry The future of healthcare remains abstract.

New political figures in healthcare seemingly create a vicious cycle composed of aimlessly shutting down initiatives, that communities have worked on for long periods of time, in order to implement new visions they foresee. The cycle continues through to the next meaningful election causing turmoil among society and steady economic deflation. Specifically, Governor Rick Scott paves a jagged road for what Floridians can expect from healthcare in the coming years. Governor Scott's Autocratic Leadership style portrays derogatory behavior. His commanding nature is inappropriate for decision making in terms of healthcare.

Prescription drug abuse floods the state of Florida resulting in illegal trafficking and hazardous consequences. Rick Scott terminated operations intended to control this drug issue and now Florida can expect illicit behavior to continue into the future. He also relentlessly appointed significant budget

cuts to state-funded programs, including Florida Medicaid. The magnitude of impact this has on healthcare is unsettling. Many disabled and poverty-stricken residents will be left without medical coverage when, disturbingly, these individuals need care the most. The end result will expose decreased over-all health with increased chronic illness and poverty. A more positive outlook on the future of healthcare consists of advancements in specialty services and IT. The previous article detailing the merger of Kindred Healthcare and RehabCare Group poses an enticing example of expectations for future healthcare organizations. The two companies display focus and integrity for future outcomes through Transformational Leadership. This style of management delivers a reminder for healthcare personnel to place the patient above all other aspects.

The Healthcare Industry should not hesitate to observe and implement many of the changes Toyota has made. Articles outlining Toyota's management transformation, promote intelligent objectives potentially useful for healthcare leaders. Furthermore, Toyota's recognized company faults were a result of operating under a Bureaucratic Leadership style, regretfully focusing on quantity rather than quality. Converting to a "bottom-up" management practice allows Toyota to concentrate on quality and increased efficiency. This enactment embodies exactly what healthcare organizations long for.

Healthcare has an obligation to efficiently provide the highest quality care possible. This can be achieved through mirroring a vision similar to Toyota. Summary and Conclusions Corporate industries thrive on gaining success through power, wealth, and competition. Regardless of industry brand,

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corporations still exist with purpose to manipulate competitors, capture top market rank, and swim in economic profit. An organization's capability for achieving such status relies on administrative system operations. A variety of leadership styles have been addressed with several complimentary to the healthcare industry.

The new healthcare law carves a broad spectrum of areas to consider when identifying leadership examples. Observed from a federal stance, the entire nation will be affected by the new policies stated under the healthcare law. President Obama displays a superb example of honorable leadership through a Democratic style when he offers state governors a participative role in decision making for healthcare reform. As a future healthcare executive, one must remember the importance of employee input and participation.

Employee satisfaction directly affects performance and acknowledgement reassures staff that hard work pays off. Kindred Healthcare and RehabCare Group illustrate a preview of what healthcare can expect in the near future. Transformation is on the horizon and many organizations are implementing this leadership style to create a new vision for the future. A prospective leader of healthcare must embrace a Transformational Leadership practice particularly because technology is continually advancing and integration will persevere.

Examining negative leadership examples provides insight for resistance against rash decisions. With the Baby Boomer generation approaching retirement, the number of Medicare enrollees will skyrocket. After the Medicare scandal produced fraud amounts reaching an all time high,

monitoring of billing and claims becomes imperative for services rendered under Medicare. Consistent with any other business, the healthcare industry sweats greed and envisions dollar signs.

While success and profit prove true of healthcare administration, one must remember the purpose for such an extravagant commodity-aiding in the wellness of others. This industry is built on the foundation of welfare and one must not deter from this reality. Toyota has signified Bureaucratic Leadership fails to generate favorable outcomes. Administration holds the power to increase work efficiency through enabling and interacting with employees. Social engagement between consumers (patients), staff, and management secures a trust necessary to any market expectation.