Title: Leadership in Rehabilitation: A literature Review.

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Introduction:

Running an organization is a challenging task. It can be worthwhile and inspirational as well. Sound leadership, judgment, characterizes good management and integrity- these are basic areas to be particularly focused (Smith, 2002).

Leadership is defined as "the process of influencing others to understand and agree about what needs to be done and how to do it, and the process of facilitating individual and collective efforts to accomplish shared objectives" (Rowe and Guerrerro, 2010).

Leadership is a process through which an individual leader influence and facilitate a group of people to achieve a common goal (Yukl & Mahsud, 2010). Therefore, a leader should ensure the proper planning for the goal attainment, organizing of resources, leading and controlling the followers. However, it should be done by maintaining the ethical behavior, professionalism as well as open discussion. However, a leader should act as a good motivator. A motivational leader influences or facilitates the individual or group of people of the organization and involves them in the different activities. It helps to make the employee morale and enthusiastic to his or her work (Hosain, et al., 2013).Tracy (2014) defines the motivational leadership as "a leader not only guiding others to ensure great professional success, but to also inspire, influence and motivate employees". Throughout the motivational leadership, a leader becomes a role model for the followers.

Skills of a Good Leader:

A good leader may act as a role model for the followers by having the following qualities or skills being in a leadership position:

Open minded and Cooperative: A leader should allow open discussion with the followers through which a leader can identify their needs and expectations. If the leader would take the subsequent steps according to this discussion, then the followers would be motivated. Cooperation is the part of activities during working with the group of people. Without cooperation, it is very difficult to establish an effective employer- employee relationship (Smith, 2002). Moreover, cooperation ensures the help-seeking behavior of the followers. Therefore, the followers will get proper directions to complete the task. It will reduce the waste of resources as well. Open discussions and proper cooperation will ensure a good working environment as well as it will be easy to achieve the common goals and objectives of the organization.

Capable of taking challenges: A good leader must have the ability to perform activities and face the challenges those might arise during working as a leader (Kouzes & Posner, 2006). Moreover, a leader should take the challenges for the enhancement of existing services or establishment of the new task. To do the effective work, the leader should ensure the open discussion with the followers. Leader can set up a goal-oriented objective and involve the potentiality of others. It may also help to build up the capacity of others in a team.

Honesty or free from bias: All the people who are working under a leader should treat fairly. Otherwise after the long run there might have a complaint against leader, which would be the sign of bad leadership. It would have negative impact on the

reputation of the leader (Kouzes & Posner, 2006). Therefore, a good leader should ensure the transparency and justification of their activities towards the followers.

Influential: A leader must have the quality to an influence of followers by giving example of successful case or by a vision of excellence. On the other hand, a leader can act as a role model by establishing a good personality, which is necessary for being a leader. To teach the leadership the role should be comprehensive such as by dressing well, being well-mannered, avoiding profanity, helping associates through personal or family crisis, conducting ceremonies with dignity and welcoming newcomers with written personal letters (Smith, 2002). As a result, the followers will be motivated towards their leader to achieve their targets by following him or her.

Firm: A good leader should not be rigid rather firm. Their firmness would ensure the participatory management with the subordinates. Thus, it will help to identify the problems that the subordinates have faced during doing the activities. It will be helpful to take necessary actions to achieve the goals and objectives of the Organization (Kouzes & Posner, 2006). Moreover, it will helpful to reduce the waste of time and resources along with ensure a good working environment.

Superior in decision-making: A good leader should have the quality of taking necessary decisions. Regarding this decision, they have to consider the drawback of it. However, a good leader should have the capacity to prepare for mistakes or failure (Bryan, 1999).Therefore, the self-confidence of a leader also influences their decision-making process. It may also reflect their personality.

Ability to ensure the proper authority, responsibility and delegation:
An organizational work cannot complete alone or not all the responsibilities can maintain individually being in a leadership position. Therefore, it is necessary to delegate the work towards the right person at the right time. It is also necessary to give the authority and responsibility to take decisions in the certain situation (Bryan, 1999). It will be helpful for the followers to learn, how to take the responsibility. No one can be a leader by born. Leadership develops through experiences, environment, and practices. Therefore, the new leader might reveal from these qualities of a good leader.

Empathetic and emotional motivation: A leader can be a good leader if he or she would ensure the emotional attachment with the followers because; emotional involvement helps to build up the trust or faith and ensures the attachment between the leaders and the followers (Markus & Kitayama, 1991). This emotional involvement of the leader ensures a supportive working environment. It may influence people to continue their work in an individual organization even without a very smart salary.

Goal oriented or foresighted: If a leader would have the goal or target, then they can help the subordinates by the delegation of hope, target set up and looking forward for completing the task (Bryan, 1999). It will be helpful to make the followers passionate and ambitious about their job and career. Furthermore, followers would be respectful towards their leader.

Human, Technical, and conceptual qualities: A good leader should be capable of achieving organizational goals and objectives through planning, organizing, leading and controlling of human, physical, financial and information resources in an effective and efficient manner (Yukl, &

Mahsud, 2010). Therefore, it is necessary to assess, developing, appointing and evaluating the followers to do their work effectively and efficiently.

It has found that there are several skills and qualities, which should have within a good leader. However, which quality a leader should bring, it depends on the situation, the target people, their expectations and organizational policy as well.

Leadership and Communication:

Communication is fundamental to effective leadership. Communication is the process of exchanging ideas, thoughts and feelings through words, actions and symbols (Barrett, 2006).

Effective leadership depends on effective communication. Communication in leadership is the controlled, purposeful transfer of meaning by which individuals influence a single person, a group, an organization, or a community. Leadership requires using the full range of communication abilities and resources. It helps to connect positively with audiences, overcome interferences and deliver messages that guide, direct, motivate, or inspire others to action (Barrett, 2006).

On the other hand, to ensure the effective communication from a leadership position, it is necessary to consider the cultural value of the followers. Culture and communication are inseparable because not only who talks with whom but how that exchange precedes also act as a fact (Reddy, 2011).

Globalization, Offshore outsourcing, global chain and distribution influenced the cultural diversity of today's workplace and the institutional activities (Reddy, 2011). That is why it has become a necessity for the leaders to take these challenges by fully utilizing the potential capacities of multi-cultural employees or students in order to achieve the best possible outcome. Culture is a combination of acquired values, beliefs and behavioral aspects assigned to a person or a group of people. By the culture, the individual or the group is identified, expressed and marked (Markus & Kitayama, 1991).

To manage the different cultural people, it is necessary to ensure proper communication with them. Throughout the communication, it would possible to know about their values, believes, behaviors and expectations. If the leader would take the following steps considering those issues, then the followers would motivated towards the leader. The respect and trust of the followers would also develop towards their leader.

To do the effective communication, it is also necessary to consider the negotiation, influence and affiliation of influence. Negotiation is a mutual understanding and sharing between two sides and come to a level field about a specific matter (Seat, et al., 2001). As a result, it is also important to be assertive at this point. On the other hand, influence is compelling others to do our own work or for another by using persuasion. Persuasion can be done by focusing on own needs by using the variance logic and reason (Seat, et al., 2001). It is also necessary to use positive language and provide complement during persuasion. Therefore, if the leader can ensure the effective communication, then followers will influenced and would like to negotiate with the organizational culture, rules, regulations and policy.

Creative communication is also important to make the communication effective. Creative communication is a language art, attained best when the leader acts as a teacher to nurture each follower to be creative potential. At the same time, he/she teaches essential linguistic skills, methods and further creativity (Logan, 1972). It has an impact on encouraging people at their work.

Gong, et al. (2009) has examined the relationship between employee creativity

and job performance. Authors have found that employee creativity positively related to employee performance. Employee learning orientation and transformational leadership positively related to employee creativity (Gong, et al., 2009). Therefore, creative communication ensures the proper directions and guidance of the leaders to the followers to provide the best services towards the service users.

If a leader can ensure the effective communications with the followers then, it would ensure participatory management. Managers should be good at listening to others and gaining their feedback before implementing long-term and short-term changes. Therefore, it will ensure a good working environment as well as the leader will be trustworthy to others. Moreover, as proper communication ensures open discussion, therefore, it helps people to learn and aware about their own responsibility. After a long run, people would be competent and skilled which might ensure rising of a new leader.

How to Develop Leadership in Ourselves and Others:

To develop the leadership among others or ourselves it is necessary to take initiatives, be enthusiastic, dedicated, take risks or challenges, being passionate, be real and take the responsibility. From the emergent leadership activities such as verbal involvement, keeping own self well informed, asking others about the opinion, being firm and initiating new and compelling ideas can help to develop the emergent leadership subsequent to the assigned position (Yukl, & Mahsud, 2010).

To develop the leadership among own self or others, following points need to consider:

Observing own self: For being a leader it is necessary to look at own self objectively and analyze where the mistakes had done. It is also necessary to identify headed down the wrong path. Thus, it is necessary to look in the mirror and determine the right and wrong things had done today as well as how were the approaches at the working place (Smith, 2002). A trusted confident can be helpful in this continuous process of introspection.

Controlling ambitious and Egos: Often leaders have to challenge their strong personal ambitions in order to make sure that the movements toward higher standards of excellence and performance accomplished in careful and systematic ways. Self-sacrificing, strong leaders gain the respect of associates and support from superiors. They are willing to say, "I was wrong" or "I am willing to accept the full consequences of that failure". If leaders are too ambitious for the organization or for themselves, then they may drive the organization in dysfunctional directions. In fact, they may become part of the problem rather than part of the solutions (Smith, 2002).

Using Humor Well: Humor can be a great reliever of tension. A story or a joke at times of crisis or difficulty can be very therapeutic. Therefore, relaxing and humorous with people, it creates a positive atmosphere but not using humor against people (Smith, 2002). On the other hand, it should remember that non-stop comedians are unlikely to get the respect they need to be effective executives.

Capable of Taking Challenges: To develop the leadership quality among own self and others a leader must have the ability to not only take activities and face those difficulties or challenges that might come during working.

Conversation, as well as the goal-oriented task with the followers, may help to solve the problem. For being a leader, it is necessary to have mental agility and

creativity towards the work. It helps to tackle the challenges because these sorts of qualities influence the followers to give their best effort (Kouzes & Posner, 2006). Beside this capability of facing the challenges also, ensure a strong personality of a leader, which influences the followers to develop the leadership.

Initiative-ness: It is an important factor to develop the leadership position. Most of the organization or working environment goes through the assigned leadership position. It is very difficult to be a leader from a non-formal position. Therefore, it is necessary to focus on, by taking the initiative and responsibility of several activities (Kouzes & Posner, 2006). Somewhere, organization or leaders would feel the importance of that person which may facilitate the rising of a new leader.

Enthusiasm: Usually people are not so willing to give someone leadership in this practical world. It needs to achieve by day-to-day work, dedication, and enthusiasm. There should have fortitude to go on that way.

If someone would have the physical and mental capability to take the upcoming challenges, learning from failure and bouncing back, are an indication of good leadership. Therefore, enthusiasm is required to develop leadership among own self or others (Kouzes & Posner, 2006).

Needs of Leadership in Rehabilitation Services:

Rehabilitation is the process, which is aiming to maximize the person's abilities in physical, mental, intellectual, functional and social cases (Sultana and Gulshan, 2015). Through this process, the general systems of society have to make accessible to all. Those systems included the physical environment, housing and transportation, social and health service, educational and work opportunities, culture and social life, sports and recreational facilities. Rehabilitation processes ensure the removal of barriers to full participation of disabled persons and a good quality of life equal to that of others. Rehabilitation is more than caring (Sultana and Gulshan, 2015).

It has known that persons with disabilities frequently live in dreadful conditions and face physical and social barriers, which prevent their integration and full participation in the community. Ignorance, negligence, superstition, fear, lack of scopes and limited program interventions are social factors that have isolated the disabled people from community life. Disability occupies a low priority for the policy makers and government in our country as well (Sultana & Gulshan, 2015). Therefore, it is necessary to ensure the rehabilitation service towards these people and the rehabilitation professionals should enhance their leadership.

On the following circumstances of rehabilitation, leadership needs to be emphasis:

To ensure inter-professional and trans-disciplinary teamwork in health care:
A co-ordinate interdisciplinary team approach is necessary to provide the comprehensive rehabilitation to meet patient's problems. A long term planning is required for the effective management of the rehabilitation program (Vyt, 2008). It is necessary to put together different sorts of specialized knowledge from different health care workers such as medical, social, and psychological aspects. It would lead to a better understanding of patient problems. Therefore, bringing different health care workers together to act in the same situation would bring a better and faster result for the people with disabilities (Vyt, 2008).

A setting can be multi-professional, with different health care workers working in the same situation. Such a setting can enhance

the referral between health care workers. However, the inter-professional collaboration depends largely on other elements, such as the management and the inter-professional competencies of staffs. When inter-professional teamwork exists, health care professionals not only make appropriate referrals and consult each other when needed but also jointly contribute in setting up care and treatment plans (Vyt, 2008).

To ensure the rehabilitation service effectively and efficiently, it is necessary to ensure the proper referral and interpersonal communication among the different professionals. Therefore, it is time to come forward and foresighted being a leader from the aspects of the rehabilitation professional.

To reduce the Rehabilitation Science Education Crisis: According to the 20th century constipated curriculum regarding rehabilitation science, it is too slow to change and unresponsive to the demands of students, employers or to the current needs and realities. Moreover, outdated teaching methods and materials, no common standards of practice regarding rehabilitation service, poor career prospective, and institutional inadequacies influenced negatively the rehabilitation services. Therefore, it is not as popular as medical services (Emener, 1991). Conversely, it is necessary to develop more professionals in this field to meet the needs of the people as well as for the organization. That is why; it is time to grow up the leadership and empowerment among the rehabilitation professionals for ensuring the rehabilitation service.

To establish the standard of practice in rehabilitation context:

Rehabilitation must address problems inherent in the measurement of function and health-related quality of life, as well as problems in diagnosis and measurement of impairment (Johnston, et al., 1992).The field of rehabilitation, its systems, agencies, facilities, companies and rehabilitation professionals, individually and collectively share major responsibilities in responding to the needs.

The United Nations (1994) adopted the standard rules on the equalization of opportunities for persons with disabilities, which was the moral and political commitment for governments. United Nations has done a survey in 2005 among the 114 countries and found that many had policies on accessibility, but they had not made much progress (Verdugo, et al., 2012). Among those countries, 54% reported no accessibility standards for outdoor environments and streets, 43% had not any public buildings, and 44% had not schools, health facilities, and other public service buildings. According to this study, 65% had not started any educational programs and 58% had not any financial resources to accessibility (Verdugo, et al., 2012)

In 1995, the Government of Bangladesh formulated a national policy for the disabled people. However, it has based on prevention, treatment and rehabilitation without considering the social aspect. As a result, this policy does not have the impact on improving the physical barriers, which also restrict the participation of disabled people (Momin, 2004). In this situation, a combination of education, economic and intensive rehabilitative measures should implement urgently to make them self-reliant. Collaborative communication between professionals and family members, behavioral counseling, the formation of a self-help group and comprehensive support to families will reduce the suffering of these disabled people (Hossain, et al., 2002).

Therefore, new systems and standards are need, to guide the development of rehabilitation services. It is also necessary to establish the personal and institutional integrity along with empowerment of the rehabilitation service and professionals. Similarly, from an external point of views, the laws, rules and regulations should design also from the leading aspects containing the rehabilitation service (Anthony, 2000). Leadership is necessary to establish and set an articulate goal and motivate people to strive successfully for these mentioned goals.

Conclusion:

Leadership is a process, which includes the creation of an inspiring vision of the future. It motivates and inspires people to engage with that vision, manages the delivery of the vision, coaches and builds a team. Leadership brings together the skills needed to do these things. Therefore, it is more effective to achieve the vision. An effective and well-motivated leader should ensure the equal opportunities, suitable environment, should identify the needs, should be empathetic, fair and firm and should provide the responsibilities according to the capacity of the followers. The leader should also ensure proper communication, democratic supervision as well as adequate resources towards the followers to make them mature and creative. A good leader should consider the gender, sex, religious view, cultural values, and beliefs and should influence the followers to show respect towards each other. Moreover, when multicultural people work together then the leader should treat them properly as people in different cultures have markedly different perceptive and expectations. Therefore, a good leader should arrange some cross-cultural sessions through which multicultural people can learn from each other which ensure the productive learning.

Rehabilitation service is a new era regarding the health service. Now a day it has identified to meet the people needs, it is necessary to establish rehabilitation services along with the medical service. Therefore, it is time to develop the rehabilitation professionals as well. In this situation Rehabilitation, professionals need to promote and dedicate to ensure their leadership regarding the rehabilitation context.

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