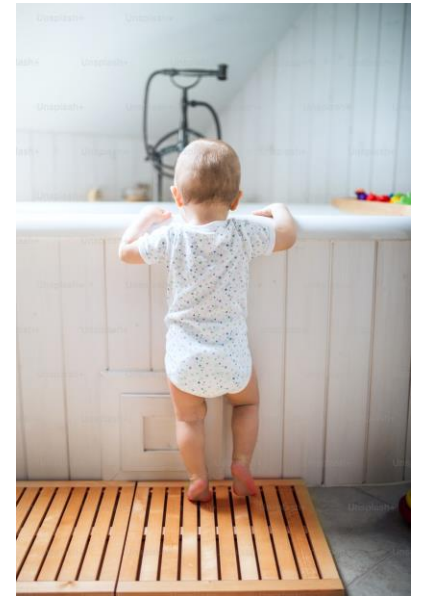


Thoughts on Leadership and introduction to the NHS Health care Leadership Model

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Fellowships

What makes a Leader?



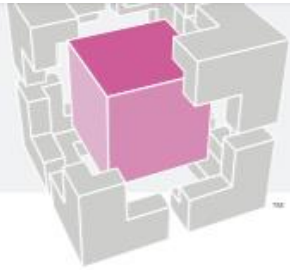
Personal and Positional Leadership

NHS Healthcare Leadership Model (2013)

<https://www.leadershipacademy.nhs.uk/wp-content/uploads/2014/10/NHSLeadership-LeadershipModel-colour.pdf>

1. Inspiring Shared Purpose
2. Leading with Care
3. Evaluating information
4. Connecting our Service
5. Sharing the Vision
6. Engaging the Team
7. Holding to account
8. Developing Capability
9. Influencing for results





Inspiring shared purpose

What is it?

- Valuing a service ethos
- Curious about how to improve services and patient care
- Behaving in a way that reflects the principles and values of the NHS

Why is it important?

Leaders create a shared purpose for diverse individuals doing different work, inspiring them to believe in shared values so that they deliver benefits for patients, their families and the community

What is it not?

- Turning a blind eye
- Using values to push a personal or 'tribal' agenda
- Hiding behind values to avoid doing your best
- Self-righteousness
- Misplaced tenacity
- Shying away from doing what you know is right

Essential

Staying true to NHS principles and values

Do I act as a role model for belief in and commitment to the service?

Do I focus on how what I do contributes to and affects patient care or other service users?

Do I enable colleagues to see the wider meaning in what they do?

Proficient

Holding to principles and values under pressure

Do I behave consistently and make sure that others do so even when we are under pressure?

Do I inspire others in tough times by helping them to focus on the value of their contribution?

Do I actively promote values of service in line with NHS principles?

Strong

Taking personal risks to stand up for the shared purpose

Do I have the self-confidence to question the way things are done in my area of work?

Do I have the resilience to keep challenging others in the face of opposition, or when I have suffered a setback?

Do I support my team or colleagues when they challenge the way things are done?

Exemplary

Making courageous challenges for the benefit of the service

Do I have the courage to challenge beyond my remit even when it may involve considerable personal risk?

Do I take the initiative and responsibility to put things right outside my remit if I see others fearing to act?



Evaluating information

What is it?

- Seeking out varied information
- using information to generate new ideas and make effective plans for improvement or change
- making evidence-based decisions that respect different perspectives and meet the needs of all service users

Why is it important?

Leaders are open and alert to information, investigating what is happening now so that they can think in an informed way about how to develop proposals for improvement

What is it not?

- Failing to look beyond the obvious
- Collecting data without using it
- Thinking only about your own measures or experience
- Reluctance to look for better ways of doing things
- Ignoring problems by ignoring data
- Using research as a weapon

Essential

Gathering data

- Do I collect feedback from service users?
- Do I collect and record the essential data for my area of work accurately and on time?
- Am I regularly thinking about ways to do my job more effectively?
- Can I see patterns that help me to do things better, more efficiently or with less waste?

Strong

Thinking creatively

- Do I conduct thorough analyses of data over time and compare outcomes and trends to relevant benchmarks?
- Do I see the relevance of seemingly unrelated ideas which could be made useful in my area of work?
- Do I creatively apply fresh approaches to improve current ways of working?

Proficient

Scanning widely

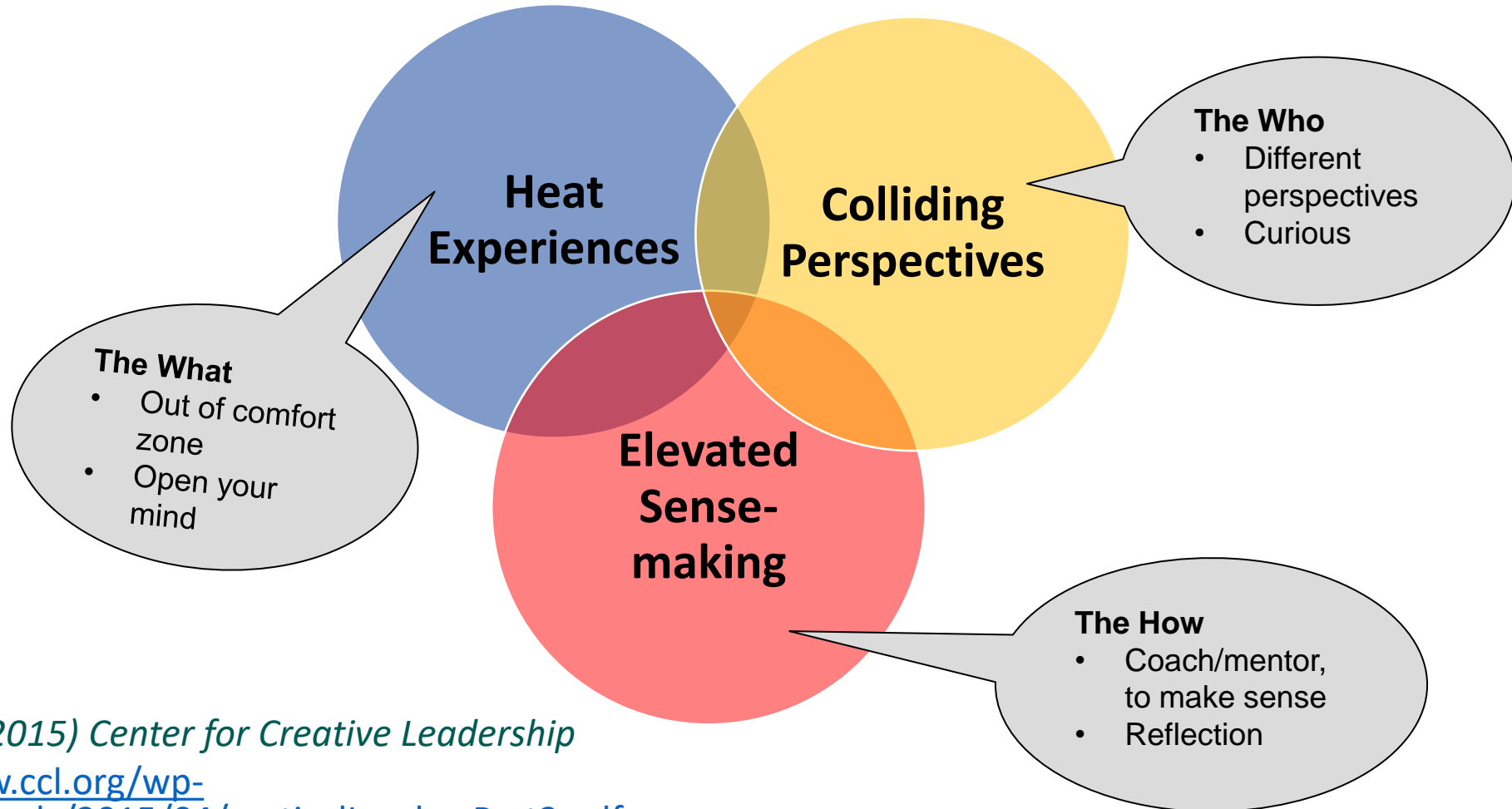
- Do I look outside my area of work for information and ideas that could bring about continuous improvement?
- Do I establish ongoing methods for measuring performance to gain a detailed understanding of what is happening?
- Do I spot future opportunities and risks, and test resulting plans with external stakeholders to improve them?

Exemplary

Developing new concepts

- Do I develop strategies based on new concepts, insights, or perceptive analysis?
- Do I create improved pathways, systems or processes through insights that are not obvious to others?
- Do I carry out, or encourage, research to understand the root causes of issues?

Vertical Development



Nick Petrie (2015) Center for Creative Leadership

<https://www.ccl.org/wp-content/uploads/2015/04/verticalLeadersPart2.pdf>

Fellow's feedback about their Leadership Development

- **Fellow 1**

- *"I can't believe how much I have changed during my Fellowship. My pre and post leadership self-assessment reports show a huge change in my personal and professional development. I remember starting the self-assessment thinking 'how is this even relevant to me'. I'd had minimal exposure to leadership and couldn't think of many examples so rated myself either Insufficient or Essential in most areas. Since completing the Fellowship, I now have lots of examples and plenty of new ideas to take back to my team. I thought dimensions of leadership weren't really applicable when you were in a junior role but now, I realise it's not about leadership as a manager, it's about leading as an individual through your behaviours and how you can inspire and engage others, help create and manage change, all resulting in a better, more efficient team so providing higher quality of care to patients".*

Fellow 2

- *"This Fellowship has been a personal and professional learning experience, hugely challenging at times, but so enjoyable. I feel it has been a privilege to be able to work here. Your project forces you out of your comfort zone on a number of levels, challenging those in senior positions, finding ways to work with and inspire people and having to adapt your working style to meet those around you. Aside from this it gives a much deeper insight into health systems and the internal and external driving forces behind interconnecting forces. The Fellowship gives a new appreciation of the health system we are so privileged to have and to work in".*

Thank you, any questions?