



# Leadership Training

BBTS 2014

**BBTS** Annual Conference

24th - 26th September 2014 | Harrogate



## Leadership in 60 seconds



“Make a careful list of all things done to you that you abhorred.

Don't do them to others,  
ever.”

Dee Hock, founder and former CEO of VISA

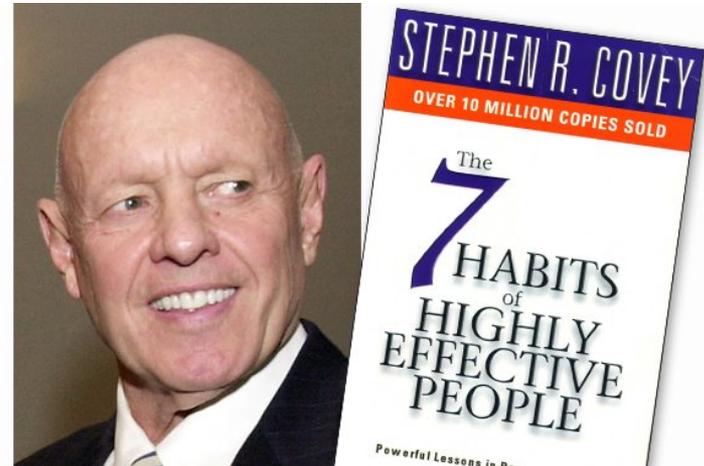


So lets speak about....

Leadership...

.....

"What you do  
has far greater  
impact than  
what you say."  
*Steven Covey*



The Seven Habits of Highly Effective  
People

Habit 1: Be Proactive

Habit 2: Begin with the End in Mind

Habit 3: Put First Things First

Habit 4: Think Win-Win

Habit 5: Seek First to Understand

Habit 6: Synergize

Habit 7: Sharpen the Saw



# What is leadership



Leadership is the art of motivating a group of people to achieve a common goal

Kings Fund May  
2011

THE FUTURE OF LEADERSHIP  
AND MANAGEMENT IN THE NHS  
No more heroes

Report from The King's Fund Commission on  
Leadership and Management in the NHS

TheKingsFund>

<http://www.kingsfund.org.uk/sites/files/kf/future-of-leadership-and-management-nhs-may-2011-kings-fund.pdf>



# Management Matters!



Kings Fund report; May 2011

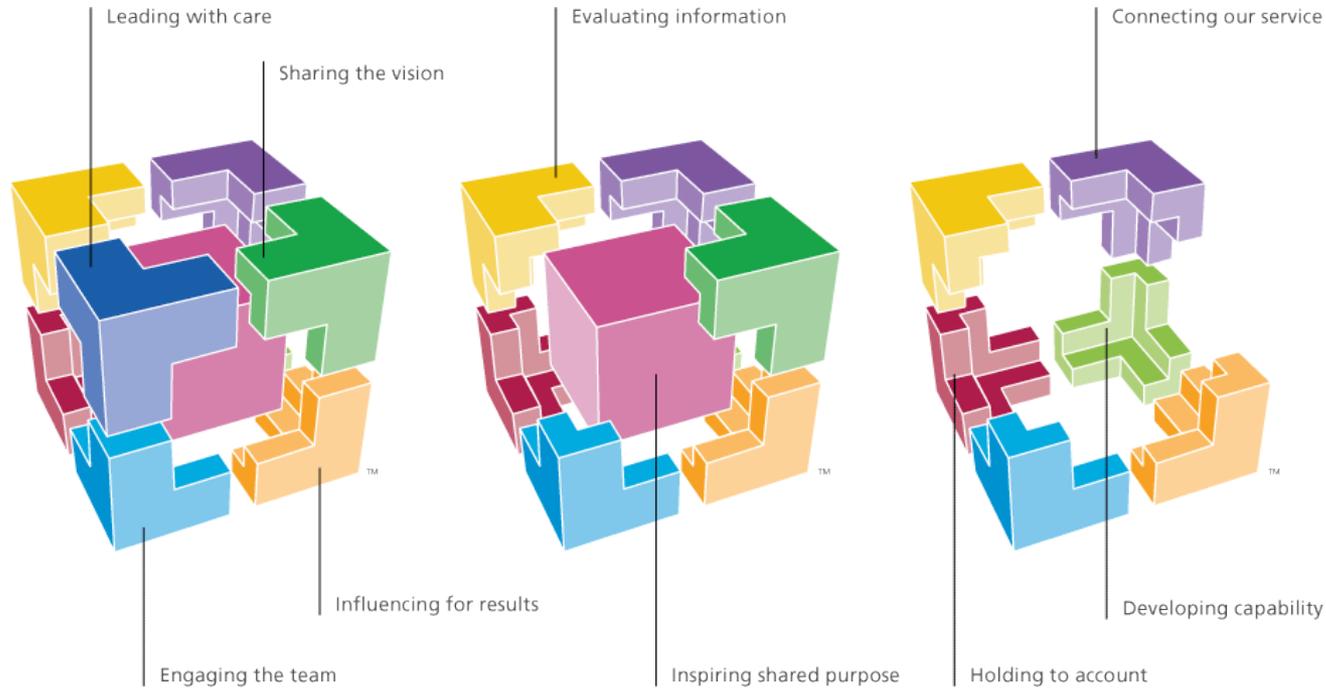
[http://www.kingsfund.org.uk/publications/nhs\\_leadership.html](http://www.kingsfund.org.uk/publications/nhs_leadership.html)

- ◆ This challenges destructive attitudes towards managers and questions existing strategies for major cutbacks in management and administration expenditures.
- ◆ They believe that the NHS necessitates a move further than the archaic model of heroic leadership to recognising the value of leadership.
- ◆ Leaders need to concentrate on systems of care and not just institutions - Whilst engaging staff in delivering results.

Kings Fund May 2011



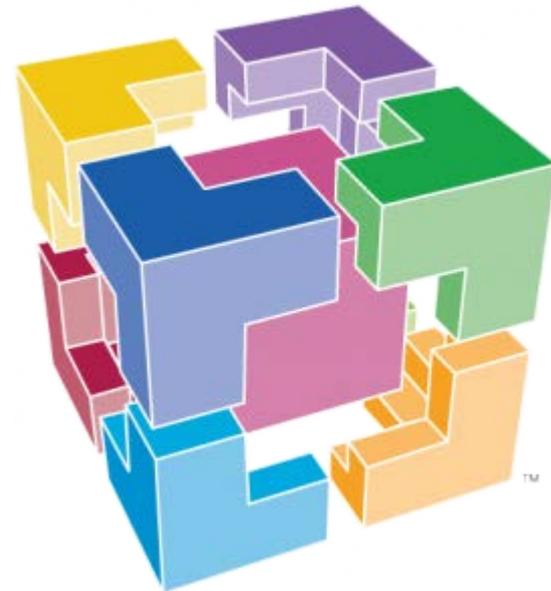
# The Healthcare Leadership Model



<http://www.leadershipacademy.nhs.uk/discover/leadershipmodel/>

## The nine dimensions of the Healthcare Leadership Model are:

- 🔴 Inspiring shared purpose
- 🔴 Leading with care
- 🔴 Evaluating information
- 🔴 Connecting our service
- 🔴 Sharing the vision
- 🔴 Engaging the team
- 🔴 Holding to account
- 🔴 Developing capability
- 🔴 Influencing for results



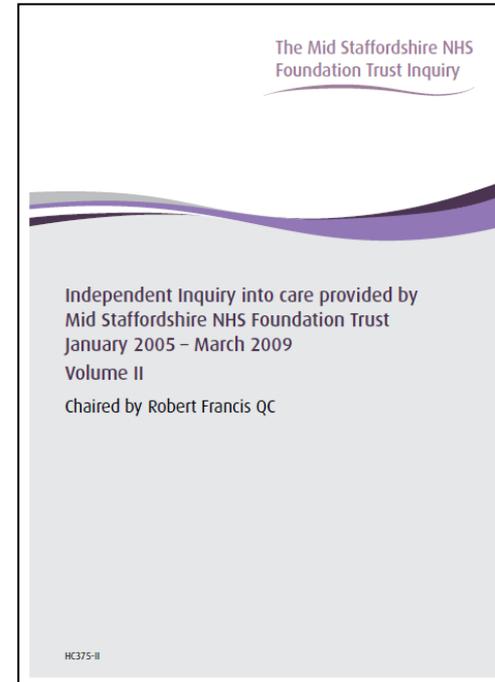


# Poor leadership has a cost



*“The Mid Staffordshire NHS Foundation Trust Public Inquiry”*

- 🔴 Preventable deaths
- 🔴 Insufficient attention to professional standards
- 🔴 A weak professional voice in management decisions
- 🔴 Acceptance of poor standards of conduct
- 🔴 Low staff morale - demoralised
- 🔴 A lack of any systematic approach to coordinating care
- 🔴 Very poor communication



<http://www.midstaffspublicinquiry.com/report>

# Team Working and Leadership

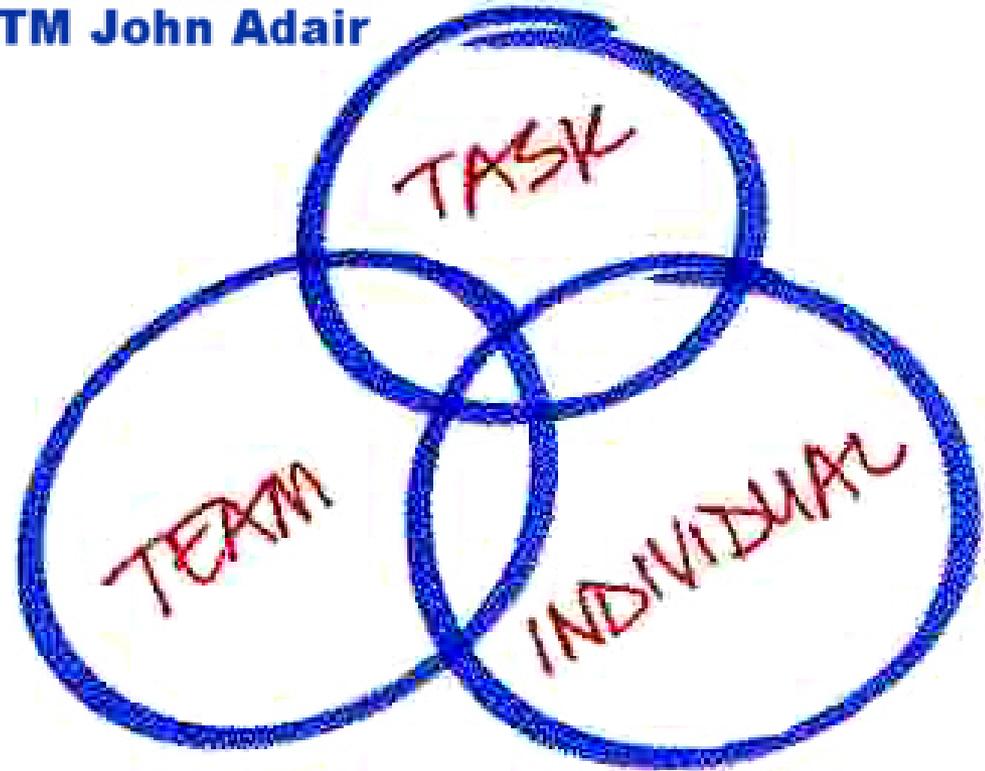


# John Adair's Action-centred Leadership Model

John Adair's Action-Centred Leadership model is represented by Adair's 'three circles' diagram, which illustrates Adair's three core management responsibilities:

- achieving the task
- managing the team or group
- managing individuals

TM John Adair





“Don’t tell people how to do it, tell them what to do and wait for the results”



General Patton



# Team Work!





# Employee engagement and NHS performance



“Supportive leadership from line managers is linked with patient satisfaction, patient mortality and staff turnover”

Michael A West Lancaster University  
Jeremy F Dawson, University of Sheffield

paper was commissioned by The King's Fund to inform its review of leadership in the  
NHS

<http://www.kingsfund.org.uk/sites/files/kf/employee-engagement-nhs-performance-west-dawson-leadership-review2012-paper.pdf>



## Benefits of Team Working



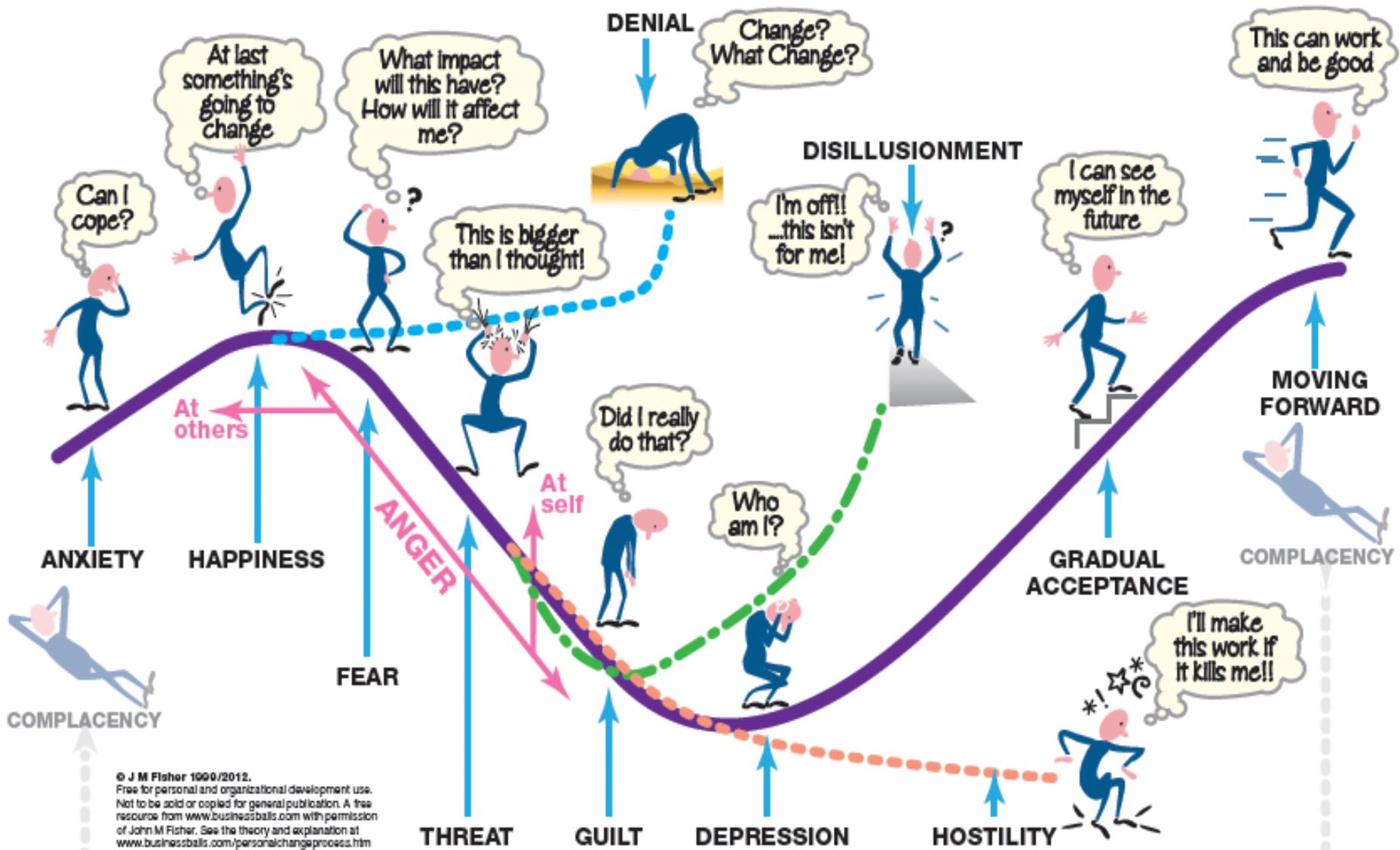
- Reduced hospitalisation and associated costs
- Improved service provision
- Improved levels of innovation in patient care
- Reduced error rates
- Lower patient mortality
- Enhanced patient satisfaction
- Increased staff motivation



# Leadership and Change Management

# The Process of Transition - John Fisher, 2012

(Fisher's Personal Transition Curve)



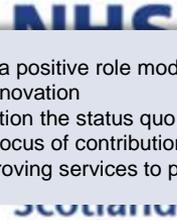
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 Not to be sold or copied for general publication. A free  
 resource from [www.businessballs.com](http://www.businessballs.com) with permission  
 of John M Fisher. See the theory and explanation at  
[www.businessballs.com/personalchangeprocess.htm](http://www.businessballs.com/personalchangeprocess.htm)

# The NHS Change Model

- Most benefit achieved when you use all eight components to deliver change.
- Isolating the components can result in work becoming detached pulling in different directions



## Relationships and connections between the NHS Change Model & Leadership Framework



1.1 Developing self awareness  
 e.g. 1.2.1 Identifying own strengths and weaknesses, impact of behaviour on others, 1.1.4.  
 Obtain, analyse and act on feedback from a variety of sources  
 1.2 Managing yourself  
 1.3 CPD  
 1.4 Acting with integrity

e.g. 4.3.2 Act as a positive role model for innovation  
 4.3.1. Question the status quo  
 2.3.4 Keep the focus of contribution on delivering and improving services to patients

e.g. 2.1 Developing networks  
 e.g. 2.1.1 Create opportunities to bring individuals and groups together to achieve goals  
 2.2 Building and maintaining relationships  
 2.3 Encouraging contribution  
 2.4 Working within teams  
 3.1.2 Gather feedback from patients, service users and colleagues to help develop plans

e.g. 4.3 Encouraging improvement and innovation  
 e.g.4.3.1 Question the status quo  
 4.2.2 Assess and analyse processes using up to date improvement methodologies  
 4.3.4 Develop creative solutions to health and care

e.g. 5.1.1 Demonstrate awareness of the political, social, technical economic, organisational and professional environment  
 5.1.2 Understand and interpret relevant legislation and accountability frameworks  
 6.1.2 Broadly scan and analyse the full range of factors that will impact on the organisation, to create likely scenarios for the future

e.g. 3.4 Managing performance  
 e.g. 3.4.1 Analyse information from a range of sources about performance  
 3.4.2 Take action to improve performance  
 3.4.3 Take responsibility for managing difficult issues  
 3.4.4 Build learning from experience into future plans  
 7.3.1 Ensure that strategic plans are translated into workable operational plans, identifying risks, critical success factors and evaluation measures  
 7.3.3 Establish clear accountability for the delivery of all elements of the strategy, holding people to account and expecting to be held to account themselves

e.g.3.4 Managing performance  
 e.g. 3.4.1. Analyse information from a range of sources about performance  
 3.4.4 Build learning from experience into future plans  
 2.1.3 Promote the sharing of information and resources  
 4.2 Critically evaluating  
 4.2.2 Assess and evaluate using up to date improvement methodologies  
 5.2 Applying knowledge and evidence  
 5.2.1 Use appropriate methods to gather data and information  
 5.2.3 Use data to challenge existing practices and processes

e.g. 1.4 Acting with integrity  
 e.g. 1.4.1 Uphold personal and professional ethics and values, taking into account the values of the organisation and respecting the culture, beliefs and abilities of individuals  
 6.1.3 Create a vision which is bold, innovative, and reflects the core values of the NHS



# Leadership Academy



Search  GO  
Discover Grow Support Celebrate About

NHS  
Leadership Academy

**26,000**  
last year

We have now celebrated our second anniversary and to mark the occasion we have created a short video of our progress to date.

The passion and welcome we have felt from the healthcare system has been vital to our success so far and now over 26,000 healthcare staff have joined us on their own leadership development journeys.

[View our story here](#)

## Our two year story



**EXECUTIVE SEARCH**  
Find out more about the Executive Search programme.

**Are you a Top Leader?**

Are you a senior executive leader seeking further role development and support? For leaders with an existing level of complex leadership skills, the Top Leaders programme is designed for people who want to be challenged and are open to new ways of working and thinking.

**Survey shows paucity of top NHS talent**

"Our survey, whilst confirming much of the prevailing opinion, it also highlights several unexpected and perhaps, surprisingly positive themes."



**Frontline nursing and midwifery programme**

Because you care – the NHS Leadership Academy is looking to support frontline nurses and midwives and help you do the job that you love, even better and have a greater influence on the way care is delivered. The programme will help you reflect on your strengths, your role and your ability to do what you came in to the profession to do – make a difference to people's lives. Apply today.



**Leadership blog series**

As part of the Academy's two year story, we have asked a range of people from across health and social care to share their own stories and experiences of what leadership means to them.

Together we are building a better and brighter NHS **Are you in?**

[Apply now](#)

## Latest

**Blog post**

Are you feedback-friendly, or a feedback-free-zone?

"Are you open and encouraging of feedback, or defended?" – Chris Lake

**Blog post**

Sustainability

"The area of sustainability that I am certain will make the biggest difference

<http://www.leadershipacademy.nhs.uk/>



# NHS Education for Scotland Leadership and Management



NHS Education for Scotland  
Quality Education for a Healthier Scotland



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## LEADERSHIP AND MANAGEMENT



YOU ARE HERE: Home > Education and training > By theme / initiative > Leadership and Management

**Developing leadership and management capabilities and capacity across NHS Scotland is a key priority in the 2020 Workforce Vision<sup>17</sup>. It is an integral part of improving quality to enhance patient safety and people's experience of services, as reflected in the NES Strategic Framework for 2014-19.**

People in all kinds of roles - across all clinical and non-clinical disciplines - need to use and develop both leadership and management skills and behaviours. Leadership and management is exercised by people in formal and informal roles of leader or manager.

NHS Education for Scotland provides a wide range of leadership and management programmes and activities across NHS Scotland. This role is carried out in collaboration with the Health Boards and with partners in other public sector organisations.

NES brings a leadership and management perspective to the development and implementation of national policy and strategy. We also contribute to the research and evaluation of leadership and management development interventions.

There is a range of NES offerings to support your leadership and management development needs at

Programmes



> National Leadership Unit

Resources & Services



Networks & Events



Finding out more



<http://www.nes.scot.nhs.uk/education-and-training/by-theme-initiative/leadership-and-management.aspx>



# Leading Better Care



- Leading Better Care set our two key aims that all NHSScotland boards had to achieve by the end of 2010, were:
  - Senior Charge Nurses (SCN's), Senior Charge Midwives (SCMs) and Team Leaders (TLs) will be working in the context of the revised role.
  - The majority of in-patient areas to have Clinical Quality Indicators (CQIs) in place.





# Evidence into Practice

Improving healthcare quality in Scotland

Search in Evidence into Practice

Search



Home

Leading Better Care

Evidence into Practice Homepage

Key Resources

Got a Clinical Question?

Clinical Topics for Safety & Effectiveness

Leading Better Care

SCN, SCM and Team Leader Role

Clinical Quality Indicators

Case Studies

Contacts

LBC – Delivering for Patients Event

LBC - One Year On Conference

LBC Impact

LBC – Unlocking the next stage of the journey

Healthcare Associated Infections

Patient Safety

Healthcare Quality Strategy

Clinical Decision Making

## Welcome to the Leading Better Care website

### Leading Better Care - Delivering for Patients



In December 2010, the Chief Nursing Officer in collaboration with the Scottish Executive Nurse Directors agreed to continue and progress the work of Leading Better Care (LBC), and with the ongoing implementation of Releasing Time to Care (RTC), LBC phase 2 was developed.

LBC - delivering for patients supports Senior Charge Nurses/Midwives (SCN/M's) and Team Leaders (TL's) by providing facilitation, support, development and educational opportunities to help them achieve high quality, person centred safe and efficient care for every patient first time and every time. This is achieved by ensuring there are better processes, effective ways of working, efficient and person centred care that result in more effective use of all resources.

To achieve this vision, the following aims have been agreed.

#### LBC Aims

All SCNs, SCMs and TLs will be working in the context of the LBC components:

- To ensure safe and effective clinical practice
- To enhance the patients experience
- To manage and develop the performance of the team
- To ensure effective contribution to the delivery of the organisations objectives

by March 2013 and able to demonstrate this.

Nurses and Midwives will be able to demonstrate the contribution they make to the quality and experience of care that patients receive under the three themes by March 2013:

- Safe
- Effective
- Person centred



What actions do you need to take to become the leader that you aspire to be?

