
Leadership in the NHS

- some challenges and dilemmas

.....and implications for leadership teams?

First: A Quick Trip Back to Basics

- What Do Effective Leaders Do?

- Set strategy?
- Motivate?
- Communicate?
- Build coalitions?
- Manage change?
- Instil follower-ship?
- Build and strengthen cultures?
- But what **SHOULD** effective leaders do?
- **EFFECTIVE LEADERS GET DESIRED RESULTS ON OR AHEAD OF TIME**

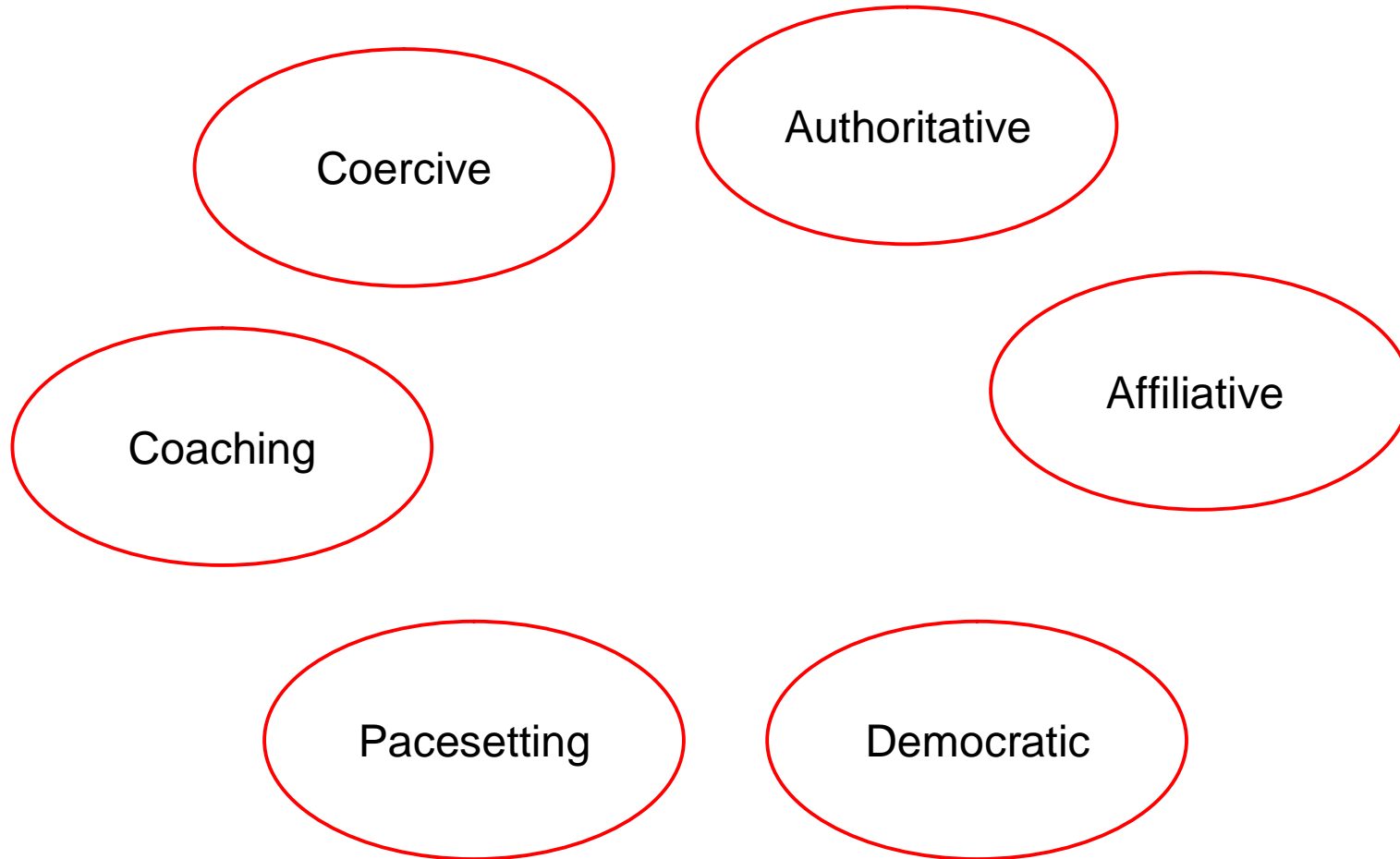
Leadership That Gets Results
D. Goleman, HBR, 2000

Just How Do Effective Leaders Get Desired Results?

*Agree 3 or 4 key traits of effective leaders
you've seen 'in action'*

*Agree one or two words that sum up their style
of leadership*

Six Leadership Styles



Six Leadership Styles – D. Goleman HBR March 2000

Coercive	Demands immediate compliance	“Do what I say”	Crisis / turnaround /emergency or with problem employees	Short-term fix only. Seriously damages flexibility and motivation.

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Pacesetting	Sets and demonstrates high standards for performance	“Do as I do”	Get quick results from motivated and competent staff.	Many employees feel overwhelmed. Morale drops and responsiveness disappears.

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Affiliative	Offers positive feedback and tends to emotional needs.	“People come first”	Heal rifts and fosters fierce loyalty and high motivation.	Poor performance often goes uncorrected. Little advice for less competent.
Democratic	Builds consensus through participation	“What do you think?”	Build ‘buy-in’ or get innovative input from valuable employees	Takes time. Misguided if employees not informed. Can lead to confusion.
Pacesetting	Sets and demonstrates high standards for performance	“Do as I do”	Get quick results from motivated and competent staff.	Many employees feel overwhelmed. Morale drops and responsiveness disappears.
Coaching	Develops people for the future	“Try this”	Help employees improve performance / develop strengths	Time consuming. Need coaching skills. L/t over s/t. People must want to change.

So What Style Works Best?

- It dependsbut
- Coercive and Pacesetting are least effective
- AUTHORITATIVE is often a good style
- Especially when combined with AFFILIATIVE
- COACHING is effective but often under-used
- Democratic reduces overt conflict and can generate innovative ideas, but is often not as effective as some of the other styles

The Key Point

- **Leadership style should be a function of personal choice not personality**
 - ❑ It's situational
 - ❑ The more golf clubs 'in the bag' the better
 - ❑ Club selection is important
 - ❑ How frequently should style be changed?

So what are the implications?

- for you as a team?
 - for you as individuals?
-

What dilemmas do you see
when seeking to apply these
leadership styles in the NHS?

The NHS Leadership Dilemma

– crudely expressed

- A combination of Authoritative, Affiliative and Coaching styles often works best - but Govt/DH behaviour and expectations encourage local leaders to use other styles
 - Coercive style
 - do as done to
 - Democratic style
 - minimise overt public conflict
 - Pacesetting style
 - the spotlight on ‘failure’, heroic leaders and turnaround ‘stars’
 - And work against use coaching style
 - results now not later

And If that weren't bad enough:

- The brainpower and professional identity of medics encourages the use of democratic over authoritative styles

So what are the implications?

for you as a team?

for you as individuals?

BTW: You Can't Have Leaders
Without Followers! – what do
followers want?

Followers want their leaders to be.....

The Leadership Challenge
J. Kouzes & B. Posner, 1987

- Truthful
 - Tells it as it is, has convictions
 - Competent
 - Is productive, efficient, is capable at 'day job'
 - Forward Looking
 - Provides direction and creates a compelling narrative
 - Inspirational
 - Is energetic, enthusiastic and communicates positively about the future
-
- Btw – fair-minded, dependable, loyal and supportive were not as highly ranked! – but the NHS??
 - Btw – Does the NHS have a follower-ship problem?

So what are the implications?

for you as a team?

for you as individuals?

BTW: You Can't Have Leaders If
You Don't Develop New Ones!

New Leaders

R. Charan

- look out for people who:

- **Consistently deliver ambitious results**
- Continuously demonstrate personal growth and adaptability
- Learn better and faster than their peers
- Can think through the business and take leaps of imagination to develop the business
- Come to the point succinctly, are clear thinkers and have the courage to state unpopular points of view
- Ask incisive questions that open minds and excite imaginations

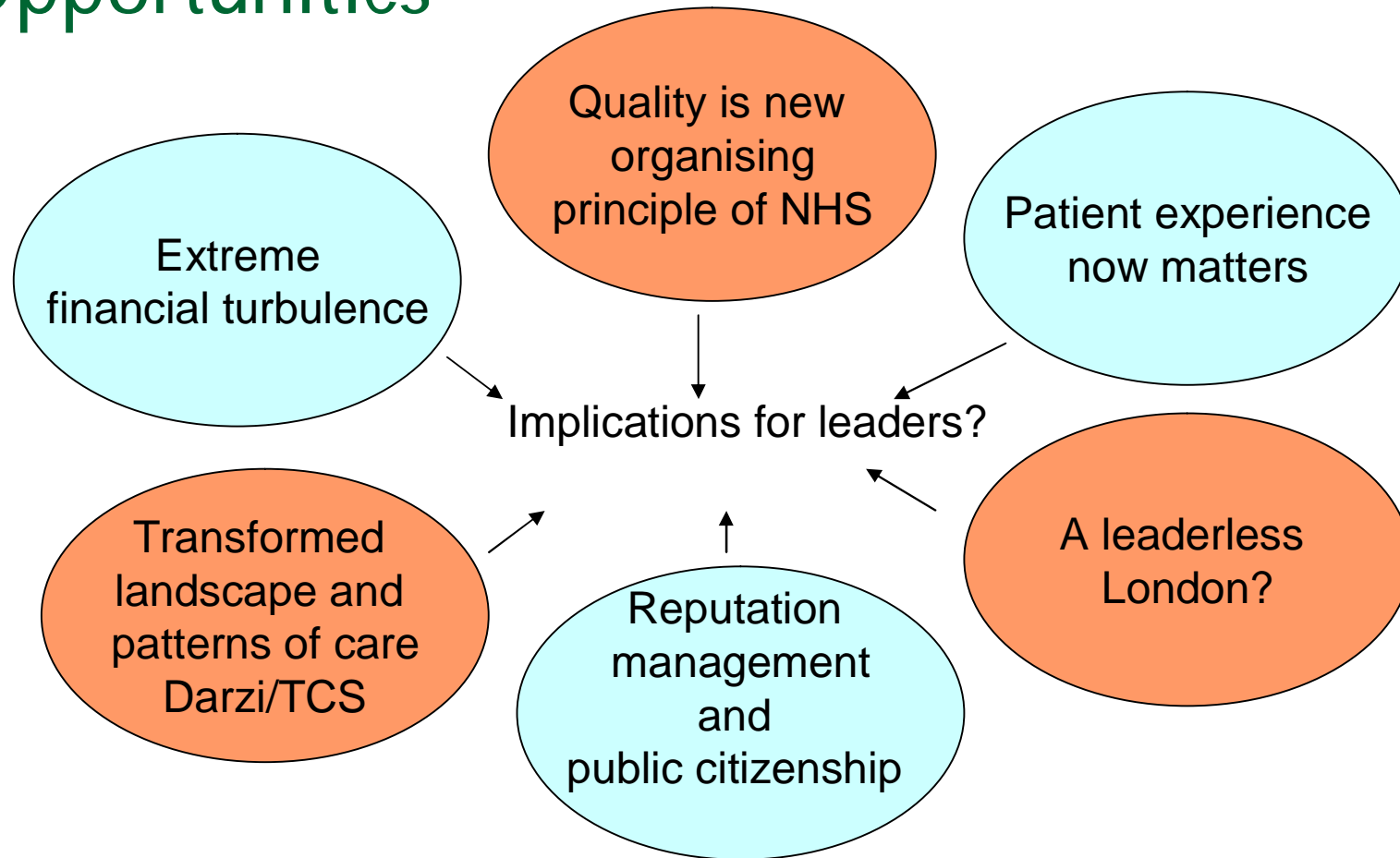
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Turning to the NHS

Some Near-Term Pressures, Challenges and Opportunities



Batten down the hatches ...oh and
while you're at it, could you please
accelerate transformational change!

*The metaphor has changed
....from playing golf to inventing and
cooking a great gourmet meal whilst helping
the kids do their homework.*

There's No Point Having A Great Strategy If You Can't Implement It!

“We don't mind people knowing our strategy because we are supremely confident that we can out implement anyone”.

Execution: The Discipline of Getting Things Done

Larry Bossidy & Ram Charan
Random House, 2002

- Get the right people in the right place
 - Massive gains in performance are possible
- Set clear goals and priorities
 - 3 or 4 corporate-wide priorities at most
- Know your business
 - Keep in touch with day to day realities
- Insist on realism when people set operational objectives
 - Accept uncomfortable messages
- Follow through
 - Stay involved (regularly and appropriately). Don't delegate.
- Reward the doers
 - Distinguish between people who achieve and people who don't
- Expand people's capabilities
 - Learn how to coach
- Know yourself
 - Develop emotional intelligence

Towards the Longer-Term

- What If?

Science really delivers

FTs are finally 'set free'

Localism thrives under Cameron/Clegg

England joins the 3rd world

Implications – perhaps for another day?

Health 2.0 resets power relationship between consumers & NHS

The pursuit of personal well-being is commoditised

The state pursues mass micro-health surveillance

A green NHS

Transformative Leadership

5 Principles and 10 Behaviours

- **Challenge the process**
 - Search for opportunities
 - Experiment and take risks
- **Inspire a shared vision**
 - Envision the future
 - Enlist others
- **Enable others to act**
 - Foster collaboration
 - Strengthen others
- **Model the way**
 - Set the example
 - Plan small wins
- **Encourage the Heart**
 - Recognise individual contributions
 - Celebrate accomplishments

The Leadership Challenge
James Kouzes & Barry Posner, 1987

Remember the 6 Styles?

- **Challenge the process**
 - Search for opportunities – **DEMOCRATIC**
 - Experiment and take risks
- **Inspire a shared vision**
 - Envision the future - **AUTHORITATIVE**
 - Enlist others - **DEMOCRATIC**
- **Enable others to act**
 - Foster collaboration
 - Strengthen others - **COACHING**
- **Model the way**
 - Set the example - **PACESETTING**
 - Plan small wins
- **Encourage the Heart**
 - Recognise individual contributions - **AFFILIATIVE**
 - Celebrate accomplishments