

# PPN Annual Conference

## The Role of Leadership

Richard Barnard  
Deputy Clinical Director Psychological  
Services

# Adaptive Leadership (Mowbray Oct 2015)

[www.mas.org.uk](http://www.mas.org.uk)

**“Adaptive Leadership is central to The Wellbeing and Performance Agenda”**

**“A process of sharing responsibility for the future success of the organisation”**

Triggers that provoke psychological wellbeing:

**Meaning of work**  
**Purpose & fulfilment**  
**Identity**  
**Social engagement**  
**Success & reward**


# Adaptive leadership successful because ...

- Workforce focussed on future success of the organisation / Clearly defined & shared vision
- Organisation “owned” by the workforce / Sense of personal responsibility / Engagement / Collaboration
- Everyone learns from the things that go well in the organisation
- Requires everyone to speak out
- All encouraged to “blow the whistle”
- Restores professionalism, pride, engagement, kinship
- Everyone expected to take a lead

# Leading Transformational Culture Change (Phoenix Consultancy)

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**The overall goals are for participants to increase their effectiveness in:**

- leading transformational culture change
  - improving quality
  - using innovative approaches to meeting challenges
  - increasing productivity of staff and processes
  - achieving improved health care for patients.
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# Target Group

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## Who is the programme for?

The programme is open to any ***senior Healthcare Scientist, Allied Health Professional, Pharmacist, Pharmacy Technician or Psychological Professional working in the NHS in the North West.***


## Applicants will be able to demonstrate:

- a track record of professional, management and personal achievement
  - enthusiasm and commitment to developing and spreading leadership and improvement skills
  - a suitable level of seniority and with the personal potential to benefit from this opportunity and to apply the learning in their leadership roles to improve health and services to patients.
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# Programme Aims

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The programme aims to equip participants with a greater understanding of the current issues faced by highly performing leaders and some of the essential skills required to consolidate and expand their leadership roles and lead service transformation.



# Aims

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## **Specifically, participants will:**

- develop enhanced individual leadership skills to improve health services and maximise self-awareness and commitment to personal development
  - support sustainability and spread through coaching and guiding others
  - raise the profile of their profession in their organisations and the wider NHS
  - lead transformational change projects
  - learn the skills of continuous quality improvement
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# Summary

- 6 Modules (4 x 2 day; 2 x 1 day)
- HENW funded
- Institute of Leadership & Management Level 5 Award / Cert
- Multi-disciplinary group
- 3x PACE Groups (Prob-Solving, Application, Challenge, Encouragement)
- Proactive use of learning logs
- Recommended reading / Web resources
- Transformational Coaching (4.5 hours)

Performance

Career management / Personal Development

Work/Life balance



# Summary (cont'd)

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- Improvement Coaching (3 hours)
- Service Improvement Project




# Course Content

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- **Leadership Impact Report (Strengths / Risks)**
    - Resources & Communication (Informed & Equipped)
    - Control (Appropriate sense)
    - Balanced Workload
    - Job Security & Change
    - Work Relationships (Collaboration)
    - Job Conditions (Satisfaction & Fair Rewards)
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# Content (cont'd)

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- NHS Change Model / Healthcare Leadership Model
  - Circle of Concern / Influence
  - Listening
  - The Seven Habits of Highly Effective People (Covey)
  - Leadership vs. Management
  - Leadership Styles
  - Emotional Intelligence
  - Coaching Behaviours
  - The Art of Delegation
  - Motivation
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# Content (cont'd)

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- Giving & Receiving feedback
  - Seven Stage Process of Change
  - Exemplar Visit (Bolton General / Land Rover)
  - A3 thinking / workbook
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# My Key Learning Outcomes

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- Opportunity for reflection / Increased self awareness e.g. leadership styles, self-regulation, increased delegation
- Personal Resilience, Confidence, Motivation
- Peer networking
- Practical leadership skills / insights, Use of A3
- Coaching support
- Behaviour change

Seek first to understand  
Understand Vs Fix  
Problems not Solutions  
Questions not Answers



# Impact on Workforce Wellbeing?

- Increased level of engagement / feedback / alignment (A3 process, Gemba, Rapid improvement events, value stream mapping)
- Leadership at all levels
- Improved communication / feedback (High vis performance reports, 'wailing wall, honesty (Stockdale Paradox)
- Clearly defined vision, standardised operating procedures
- Reduction in waste / non-value added activities e.g. admin
- Reduction in uncertainty and stress, 'no blame' culture
- Opportunities for secondment, CPD, delegation, coaching

# The 7 Habits of Highly Effective People

Stephen R. Covey

**BE PROACTIVE**

**BEGIN WITH THE END IN MIND**

**PUT FIRST THINGS FIRST**

**THINK WIN-WIN**

**SEEK FIRST TO UNDERSTAND, THEN BE UNDERSTOOD**

**SYNERGISE**

**SHARPEN THE SAW**