



UNIVERSITY OF
KWAZULU-NATALTM
INYUVESI
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LEADERSHIP IN HEALTHCARE

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Objectives

- What is Leadership ?

Managers versus Leaders

A Manager....	A Leader...
Thinks short term	Thinks long term
Thinks tactics	Thinks strategy
Plans how and when	Asks what and why
Looks at the bottom line	Looks to the horizon
Knows the day-to-day business	Knows the customer
Focuses on improving existing products and processes	Focuses on new products and breakthrough processes
Builds success through quality	Builds success through employees
Supervises	Influences
Gains authority from his/her position	Gains authority by his/her mindset and behavior

Table 1: Managers vs. Leaders

Leadership

- Internationalisation, digitalisation, changing societal values, the impact of the economy on medicine, and demands for ecological sustainability are all confronting “leadership” with new challenges.
- What constitutes “good” leadership?
- When can leadership be regarded as “successful” and what characterises a good leader?
- Can one learn to lead, what leadership instruments have stood the test of time and what behavioural rules provide support along the path to successful leadership?
- Leadership is also always a reflection of the political, societal and economic framework and prevailing situation.
- It is also influenced by the specifics of a particular industry, which applies even more to the health care sector

Leadership that emphasises care for staff
and high-quality support services



Definition of Leadership?

- Peter Drucker: *"The only definition of a leader is someone who has followers"*
- Bill Gates :*"As we look ahead into the next century, leaders will be those who empower others".*
- *Leadership is a process of social influence, which maximizes the efforts of others toward the achievement of a greater good.*" (Travis Bradberry)
- *"Leadership is the art of getting someone else to do something you want done because he/she wants to do it."*(Dwight Eisenhower),

What is Leadership?

- Bruce E. Winston and Kathleen Patterson of Regent University define (in part) leadership:
 - “A leader is one or more people who selects, equips, trains, and influences one or more follower(s)
 - who has diverse gifts, abilities, and skills and
 - focuses the follower(s) to the organization’s mission and objectives
 - causing the follower(s) to willingly and enthusiastically expend spiritual, emotional, and physical energy in a concerted coordinated effort to achieve the organizational mission and objectives.

Differences between leadership and management

- In leadership the key concepts are **about influencing** and knowing how to appropriately incentivize someone.
- Leadership is about the people and relationships and how best to utilize them to reach a common goal.
- Leaders are concentrated on “innovation” where new ideas are brought to the forefront and treated as a highly valued skill derived from a creativity aspect
- Management which is more transactional and concentrated on efficiencies than effectiveness- about control; it is about having checks and balances in place to properly measure success

6 Ways to *Succeed* as a *Leader*



Inspiring Commitment

- Recognize others' achievements
- Motivate employees



Leading Employees

- Delegate effectively
- Act with fairness



Strategic Planning

- Translate vision into reality
- Plan for the long-term



Change Management

- Facilitate organizational adaptation
- Manage resistance to change



Employee Development

- Coach to improve performance
- Provide guidance and encouragement



Self-Awareness

- Recognize personal limits
- Learn from mistakes



5 Essential Leadership Skills



Communication



Motivation



Positivity




Creativity



Feedback



 the balance



Leadership Theories

- **Great Man theory.** An early, outdated theory that suggests leaders are born, not made, shaping history through their personal attributes, such as charisma, intelligence and wisdom.
- **Trait theory.** It states that some people possess certain traits that cannot be learnt (e.g. adaptability, ambitiousness, assertiveness) and are particularly suited to leadership in a number of different situations.

Leadership Theories

- **Behavioural theory.** What leaders actually do. Successful leadership styles and behaviours can be differentiated from those that are ineffective.
- **Contingency theory.** Effective leaders develop different ways of working with their followers depending on the situation and the needs and attributes of followers.
- **Transactional leadership.** This is similar to dictatorial leadership where the leader motivates by reward or punishment.
- **Transformational leadership.** This states that people will follow a leader who inspires them through vision, passion and enthusiasm.

Essential leadership skills

- Communicating top-down, but also bottom-up
- Empathy - *To improve engagement, leaders need to demonstrate that they care about their employees, to listen to them, involve them, and respond to their views*
- Having strong convictions, but continuing to learn-intellectually humble, opinionated adaptors, and flexible visionaries
- Risk-taking, but not reckless

Essential leadership skills

- Ability to influence others
- Building trust and transparency
- Understanding multi-generational workplace
- *Good business leaders create a vision, articulate the vision, passionately own the vision, and relentlessly drive it to completion.”*

Leadership Principles and Theories

- Healthcare systems are made up of numerous professional groups and departments with competing goals and constraints that often lead to inefficiencies when it comes to obtaining goals and an overall strategy.
- Through leadership, the organization can utilize the diversity of the organization and efficiently work to properly manage processes and teams to maintain a common organizational goal.

Servant Leadership

- Servant leadership is the theory that suggests that in order to lead, one must first be a servant.
- A servant leader knows that through emotional intelligence there is a better chance of encouraging passion in others.
- Servant leaders exhibit immense amounts of care for others, have the ability to set good examples for others to follow, provide a standard set of ethics that are never put into question and hold an immense drive to support others.

Core values of Servant Leadership

- **1. Prioritize Service:** Servant leaders strive to serve the most vulnerable first-servant leaders will look to prioritize resources towards those issues that need the greatest need first.
- **2. Share Power:** By nature, servant leaders want their followers to assume leadership responsibilities when appropriate.
- With servant leaders, decision making is shared and each individual feel like they have a voice that is treated equally.

Servant Leadership

- **3. Demonstrate Care:** In this core value, the leader strives to show empathetic interest.
- 4. Develop Others:** A servant leader really measures success by developing others. Through empowerment, the follower often stakes on more ownership and provides additional activities and outcomes.
- 5. Eschew Wealth:** Servant leaders will work for the greater good, not for an accumulation of money. Their aspirations are about principles and not about what the job market dictates.

Servant Leadership

- **6. Build Trust:** Much like the other theories to come, trust is a vital part of those that are of a servant leadership mind set. Without trust, followers will not stay continually engaged.
- 7. Create a Safe Space:** A servant leader also has the core value that the workplace should be safe, where measurable mistakes can occur and individuals will feel like they need to hide an issue.

Transformational leadership

- Transactional leadership is more in alignment with manager styles of measuring supervision and process,
- Transformational leadership theory
 - emphasizes that people work more effectively if they believe in the mission of the organization.
 - Requires leaders to communicate the vision in a meaningful way that not only creates motivation but also a sense of empowerment in the follower.
 - By product of a healthy relationship between the leader and the follower.

Transformational Leadership

- **Trust-** The leader must learn and implement the virtues of trust- The follower trusting the leader, but the leader trusts the follower.
- **Mutual Respect:** Power of humbleness.
- When a leader and follower relationship incorporate mutual respect, the follower feels no recourse for communicating adverse news, incentivize learning on both sides of the relationship, and finally implement the need for discipline as a mechanism for producing leadership, either in a transformational state or shared leadership state.

Transformational Leadership

- **Support** -an element can only be created if the follower feels that the leader is exhibiting the following four types of effective behaviour:
 - Reviewing the work effectively by giving proper actionable feedback that is timely.
 - Providing support through reducing stress, socializing, articulating personal information and offsetting a follower's negative outlook.
 - Recognizing great work through public and private means.
 - Creating an environment where a leader can consult their follower on the creation of new ideas and issue resolution (Lagace, 2004).

Transformational Leadership

- **Communication:** “a leader must communicate, communicate and then communicate some more.”
Communication plays a role in being transparent to help garner a healthy relationship between the leader and the follower.

Collaboration/Meta Leadership Theory

- Communicating information to co-workers and associated organizations to allow them to make their own informed decisions.
- Creates strategies that enhance dialogue between multiple stakeholders, the sharing of knowledge and experience and the overall simplification of the healthcare organization structure.
- Requires a work environment in which varying levels of the organization are encouraged to work collaboratively toward the implementation of effective practices with the patient in mind.
- Through this collaboration diverse thought, each stakeholder will be in lockstep with the shared vision and goals and work to build synergies through motivation

Elements of Collaboration/Meta Leadership

1. **The person behind the leadership.** This means that the leader of the group needs to have a good understanding of their impact and a high emotional intelligence so they can effectively collaborate with others at different levels within the organization.
2. **Understanding the issue at hand-** identifying the issue at hand, the amount of evidence available to understand the issue and how to navigate the different needs/wants of different levels of the organization.

Meta-leadership

- **Leading your core followers.** A trusted group of followers, the meta leader can have consensus built and leverage that when rolling out larger solutions with other groups not under the direct leadership of the meta leader.
- **Leading up.** -“managing up” and not letting hierarchical rank be a deterrent.
- **Leading across the system.** spills over to other areas of the system. This impact leads to more cohesive and impactful change.

Shared Leadership

- Through empowering staff/team members to make decisions on processes within the confines of their work.
- This chance to develop new strategies has proven to be a great way to increase morale and satisfaction.
- Through shared leadership, the group and organization can obtain improved patient results.
- Alliances, created through shared leadership, equate to better customer value and care and not a 100% focus on bottom-line financial decisions.

Requirements for Shared Leadership

1. **A common goal:** By creating a goal there is meaning and purpose.
2. **Respect for everyone:** Diverse thought is a key piece of what each individual brings to the group.
3. **Trust in each other:** When there is a lack of trust, factors like fear of failure, low self-esteem and an over reliance upon rules and laws become commonplace.
4. **Personal accountability for results:** Personal accountability is the understanding that under-performing and over-performing are all about the right type of goals being obtained.

Shared Leadership

6. Effective communication: Communication drives results and productivity, and it is a two-way street where you must over-communicate and truly make sure that your communication is effective.

7. Discipline to stay the course: Discipline is the key element to face those adversities head on and work to find ways to stay the course.

Important considerations of leadership styles

- Great leaders can follow a shared leadership style, a meta leadership style or even a transformational leadership style and be equally effective.
- The only way this relationship stays healthy and effective is through communication that not only works top down (leader to follower) but should also work from bottom up (follower to leader).
- This transparency of communication leads to the ability to adjust tactics, strategies and styles.

Health Leadership Model

- **Leading with care.** Recognizing the needs and behaviours of the team with mutual support for each other, enabling the spread of a caring environment beyond the team's area.
- **Sharing the vision.** Communicating with credibility and trust, having a clear direction for long-term goals and inspiring confidence for the future.
- **Engaging the team.** Trusting in the team and supporting creative participation.

Health Leadership Model

- **Influencing for results.** Engaging with and adapting to others, to develop a collaborative approach to working and to build sustainable commitments.
- **Evaluating information.** Sourcing information from a wide area and thinking creatively to develop new concepts.
- **Inspiring shared purpose.** Whilst adhering to organisation principles and values, taking personal risks and making courageous challenges for the benefit of the service.

Health Leadership Model

- **Connecting our service.** Reflecting on how different parts of the system relate to one another, understanding the politics of the organization, and adopting outside approaches that work well.
- **Developing capability.** Providing opportunities for individuals and teams to develop, enabling improved longer term capabilities.
- **Holding to account.** Having clear expectations, challenging for continuous improvement and creating a mindset for innovative change.

Common leadership flaws to avoid



Leadership in Healthcare

- Healthcare leaders work in a dynamic field characterized by a constant push to deliver the most efficient, safe, and high-quality care possible.
- To succeed, they must lead administrative and clinical teams while effectively managing resources.
- In an industry known for shifting regulations, rapidly evolving technological and clinical advancements, rising costs, and growing ethical concerns, healthcare leaders must constantly adapt and innovate solutions.

Leadership in Healthcare

- Leaders in the health sector must be aware of the fact that hospitals operate in a market, which is not in fact a market in the classic competitive economic sense.
- Nevertheless, in a medical world characterised by increasing patient expectations, expensive innovative treatment opportunities and limited budgets hospital managers are forced to perform higher medical quality and containing costs simultaneously.

Leadership in Healthcare

- In this complex VUCA world (volatile, uncertain, complex, ambiguous), convincing and successful leadership conveys binding values and norms (why do we do something?) and creates legitimation (for whom do we create what value-added?), provides orientation (what are we doing?) and how to transform plans into successful organisational development (how do we do it?).

Leadership Qualities

- **Integrity.** Healthcare by its very nature deals with moral issues regarding life and death. As such, it demands the highest ethical standards. Healthcare executives set the moral tone for their staff and it must be infused with integrity.
- **Vision.** Healthcare executives need to see the big picture. Leading a staff into the future requires preparation, goal setting, and a clear vision.
- **Strong listening skills.** Leaders earn respect when they demonstrate respect. Listening to others and seeking out staff opinions allows leaders to hear the best ideas and learn important information. It also shows staff members that leaders value their contributions.

Leadership Models

- A leadership model is a theoretical framework for how best to manage employees. It typically suggests a corresponding response style to employee and organizational needs that has proven useful in that mode

Get to Know These Common Leadership Models

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graph TD; Title[Get to Know These Common Leadership Models] --- T[Transformational]; Title --- Tr[Transactional]; Title --- S[Servant]; T --- TDesc[Inspire change and innovation]; Tr --- TrDesc[Complete tasks for rewards]; S --- SDesc[Sacrifice self to lift up others];
```

Transformational

Inspire change and
innovation

Transactional

Complete tasks
for rewards

Servant

Sacrifice self to
lift up others

Get to Know These Common Leadership Models

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graph TD; Title[Get to Know These Common Leadership Models] --- Autocratic; Title --- Democratic; Title --- LaissezFaire[Laissez-Faire]; Autocratic --- Description1[Provide clear expectations]; Democratic --- Description2[Participate and offer guidance]; LaissezFaire --- Description3[Offer little or no guidance];
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Autocratic

Provide clear expectations

Democratic

Participate and offer guidance

Laissez-Faire

Offer little or no guidance

Get to Know These Common Leadership Models

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graph TD; Title[Get to Know These Common Leadership Models] --- B(( )); Title --- C(( )); Title --- P(( )); B --- BBox[Bureaucratic]; C --- CBox[Charismatic]; P --- PBox[Pacesetting]; BBox --- BDesc[Do everything by the book]; CBox --- CDesc[Motivate through charm and vision]; PBox --- PDesc[Do as I do for results];
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Bureaucratic

Do everything
by the book

Charismatic

Motivate through
charm and vision

Pacesetting

Do as I do
for results

Get to Know These Common Leadership Models

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graph TD; Title[Get to Know These Common Leadership Models] --- Ethical; Title --- Affiliative; Title --- Coaching; Ethical --- EthicalDesc[Use respect and justice as your guides]; Affiliative --- AffiliativeDesc[Lead with compassion first]; Coaching --- CoachingDesc[Focus on one-to-one mentorship];
```

Ethical

Use respect and justice
as your guides

Affiliative

Lead with
compassion first

Coaching

Focus on one-to-one
mentorship

Transactional Leadership

- Transactional leadership views the relationship between healthcare executives and staff as transactional.
- By accepting their positions, staff members implicitly agree to obey leadership.
- Staff members accept and complete the orders given to them, and in turn healthcare leaders pay them salaries.
- In this type of leadership style, rewards and punishments serve as motivational tools healthcare executives use to encourage compliance with their directives.
- For example, when staff members follow specific procedures, they may earn recognition, but when they fail to follow them, they can face reprimand.

Transactional Leadership

- Transactional leaders emphasize:
 - Respect for rules, standards, and procedures
 - Clearly defined roles
 - Close supervision
- The reasons for using this approach have to do with certain assumptions made by those who employ transactional leadership styles, including the following:
 - Individuals do their best work when under a clear chain of command.
 - Close supervision ensures that people meet their work objectives.
 - The main goal of staff members is to follow the orders and instructions of their superiors.

Innovative Leadership

- Innovative leadership focuses on how to succeed in unpredictable circumstances and how to foster an environment conducive to innovation in a healthcare organization.
- Innovative thinking lies at the heart of innovative leadership
- Innovative thinking, in the context of healthcare leadership, centers on how to contend with unknown factors and unpredictability.
- Innovative thinking doesn't rely on past experiences, nor does it try to sort out right from wrong.
- Instead, it envisions ambitious goals and strategizes how to achieve them through multiple possibilities.

Innovative Leadership

- Innovative leaders embrace “what if?” questions and encourage their teams to extend themselves beyond familiar solution patterns.
- This approach requires a willingness to stretch conventional boundaries.
- Because this style of leadership invites staff members to explore their own ideas, people tend to feel more intrinsically motivated under innovative leaders. Intrinsic motivation often produces people’s best work.
- It can also result in high job satisfaction and reduced turnover

Charismatic Leadership

- Charismatic leaders depend on their ability to communicate in a moving, emotionally charged way.
- By expressing their visions with power and inspiring trust, they influence those they lead and persuade them into action.

Charismatic Leadership

- Qualities characteristic of charismatic leaders include the following:
 - **Emotional expressiveness** involves genuine expressions of feelings that affect how others feel. These feelings are typically positive but also cross the emotional spectrum.
 - **Emotional sensitivity** involves tapping into how others feel to connect emotionally.
 - **Emotional control** involves regulating emotional displays and not losing composure unless doing so makes a desired point.
 - **Social expressiveness** involves engaging others to interact socially and having excellent skills as a public speaker.
 - **Social sensitivity** involves reading social cues and interpreting social situations and demonstrating tact and sensitivity as a result.
 - **Social control** involves the ability to connect with all types of people socially and emotion

Situational Leadership

- Healthcare leaders who use a situational leadership approach embrace the idea that different situations call for different leadership styles.
- Situational leaders examine the tasks before them and determine which leadership approach makes the most sense.
- For instance, when staff members are learning a new task for which they have limited skills, situational leaders may give many orders but also offer a lot of support.
- However, when staff members need to handle tasks for which they are highly skilled, a situational leader may delegate responsibilities and offer minimal guidance and support.

Situational Leadership

- Situational leadership encompasses four general leadership approaches:
- **Telling.** Leaders give directives about what to do and how to do it.
- **Selling.** Leaders convince people to buy into their visions by interacting with them and selling their ideas.
- **Participating.** Leaders encourage individuals to get involved by sharing their ideas and engaging in the decision-making process.
- **Delegating.** Leaders delegate responsibilities for completing a task and offer only limited input.

Transformational Leadership

- Transformational leadership focuses on empowering staff members to participate in initiating changes that can transform a healthcare organization for the better.
- Transformational leaders seek ways to share the leadership process with employees across all positions.
- The philosophy behind this leadership style is that anyone, regardless of job description, can exhibit leadership.

Transformational Leadership

- Transformational leaders motivate and inspire staff members to work toward the betterment of a healthcare organization.
- They engender loyalty by building confidence and a shared vision among staff.
- They also earn respect by developing relationships with and between staff members.

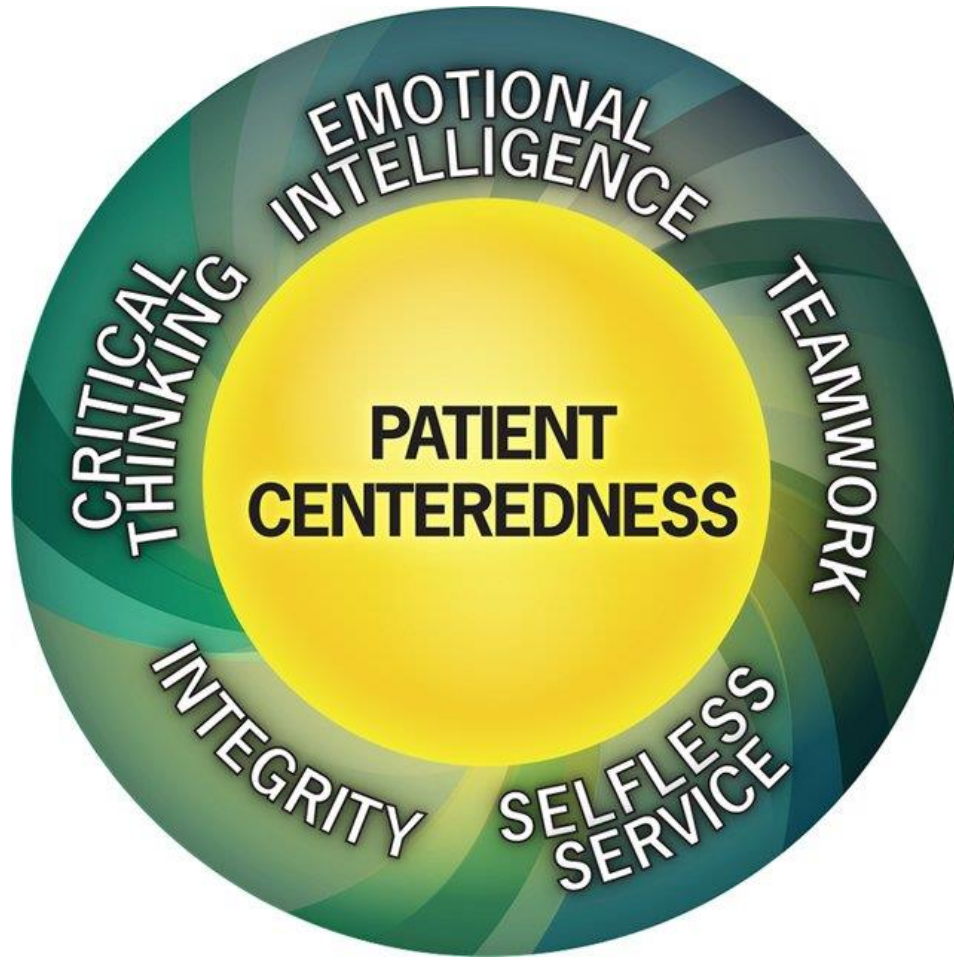
Transformational Leadership

- While transformational leaders care about achieving goals, they also focus on the individuals they lead — committed to their growth, development, and success as well.
- Transformational leaders can energize a group, project a clear vision for a team's goals and objectives, and provide direction that boosts action.
- As a result, they tend to succeed in increasing productivity and improving performance. They also bolster morale and positively affect job satisfaction.

Transformational Leadership

- The key components of transformational leadership:
- **Intellectual stimulation.** Transformational leaders promote creativity and encourage those they lead to take advantage of learning opportunities and innovate ways of getting things done.
- **Individualized consideration.** Transformational leaders support those they lead by encouraging communication, idea sharing, and supportive relationships. They also give recognition to team members for their contributions.
- **Inspirational motivation.** Transformational leaders articulate clear visions and foster passion among staff members to realize that vision.
- **Idealized influence.** Transformational leaders act as role models. Those they lead adopt their ideals and emulate their behavior.

Duke Healthcare Leadership Model



CORE PRINCIPLE

PATIENT CENTEREDNESS: Acting with focus on the values and goals of patients.

CORE COMPETENCIES

CRITICAL THINKING

Using all available sources of knowledge to create appropriate and effective solutions while being aware of internal and external biases.

SELFLESS SERVICE

Prioritizing others' needs over individual wants and desires, while maintaining personal and professional balance.

TEAMWORK

Collaborating and maximizing one's role to enhance team performance and cohesion.

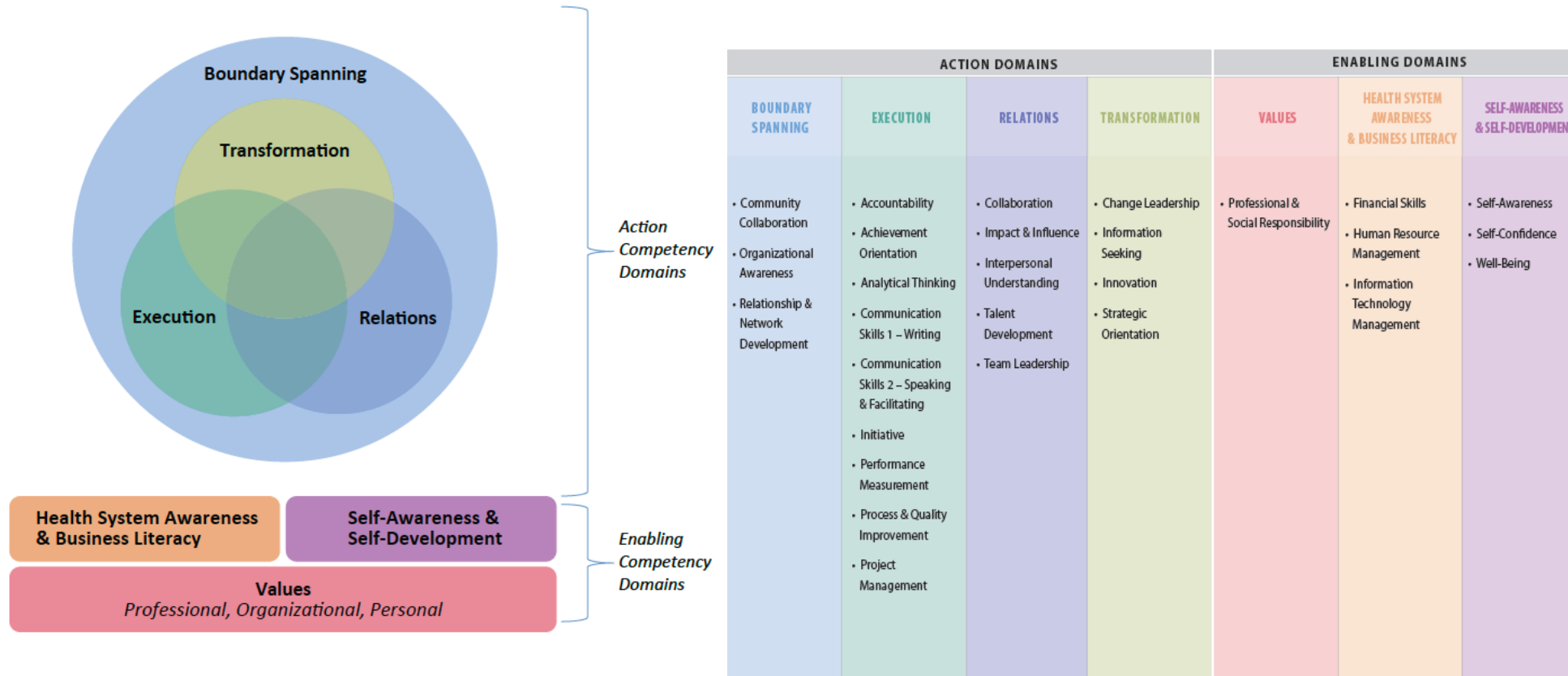
INTEGRITY

Being honest and acting in accordance with strong moral principles in one's personal and professional life.

EMOTIONAL INTELLIGENCE

The ability to recognize and understand thinking and emotions in yourself and others; and to use this awareness to effectively manage

Healthcare Leadership Competency Model



<https://www.youtube.com/watch?v=PvrUoCIKnuc>

One Health Leadership Framework



Values- One Health Leadership

Compassion

Demonstrating a personal interest in people, recognising the needs of others, and having a generosity of spirit to help and support them.

Humility

Viewing oneself accurately in relation to others, respecting the expertise of others, and treating others as equal. It is the quality of being comfortable not knowing all the answers, a willingness to admit mistakes and seeking the help of others when needed.

Integrity

Being honest and consistent in one's words, actions and beliefs. It is taking responsibility for one's actions, and having the moral courage to do the right thing for the right reason regardless of circumstances.

Public Service Purpose

Being driven by the larger mission and vision of public healthcare, wanting to work to benefit society – not being there for the position, but to help make a difference. It is about being driven by a sense of responsible stewardship, of leaving a legacy of service that is better than when one entered it.

Personal Qualities

Emotional Intelligence

To have self-awareness and the ability to manage one's own strengths, weaknesses, emotions and motivations. It is about being sensitive to others and able to manage interpersonal relationships.

Resilience

To be able to cope effectively with stressors, positively adapt to changes, and to perform and grow through times of challenge.

Learning Agility

It is about being always intensely curious to learn about oneself, others and the world, and having a strong drive to seek opportunities to learn.

Outward Focus

Holistic Systems Thinking

Effective leaders think beyond their own area, understand the needs of the wider healthcare system and make decisions for the good of the system.

Visionary Leadership

Effective leaders build a shared purpose, provide clarity of direction, strategy and priorities which connect with people and allow them to see how their roles fit into the bigger picture.

Driving Transformation

Effective leaders inspire and energise their followers, help them make sense of change, and give them the courage to look for different ways of doing things inside and outside the institution.

Nurturing Relationship

Developing Others

Effective leaders nurture commitment, create opportunities for growth and provide support and encouragement to help others achieve their full potential.

Collaborative Working

Effective leaders emphasise the importance of forming supportive and respectful relationships and drive collaboration and partnerships inside and outside institutions.

Empowered Working

Collective Leadership

Effective leaders harness the skills of everybody; they are humble and know when to take charge and when to step back to allow others to take the lead.

Courageous Communication

Effective leaders have the courage to challenge and speak out for what is right, and have the communication skills to galvanise people to take action.

Brave Decision-Making

Effective leaders take responsibility for actions and decisions, know when to stop doing things that are not working, and give others the confidence to take calculated risks.

CKM Model

CKM Model: Value-driven Leadership

A Leadership Model is like a compass and provides direction in a disruptive health care system challenged by economic pressure, patients' needs and ethical conduct.

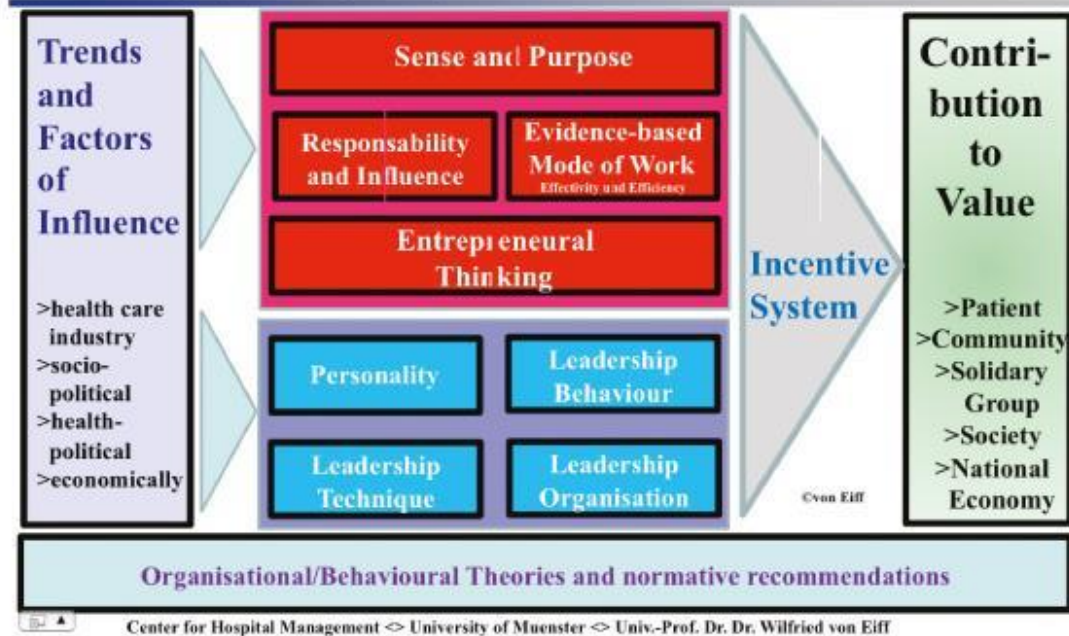


Figure 2. The leadership model is a compass for "credible" and "successful" leadership.

Sense and Purpose: Patient and Family Centeredness

The patient desires...

- Painless Procedures
- Risk-free Environment
- Fast Procedures
- Privacy
- Individual Service and communication, informed consent
- Autonomy and Dignity



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Figure 3. What patients can justifiably expect from a hospital stay.

Patient Risks and non-ethical decisions in health care

Hospital decision-makers have to manage the balancing act between appropriate medical provision, controllable risks and cost restrictions.

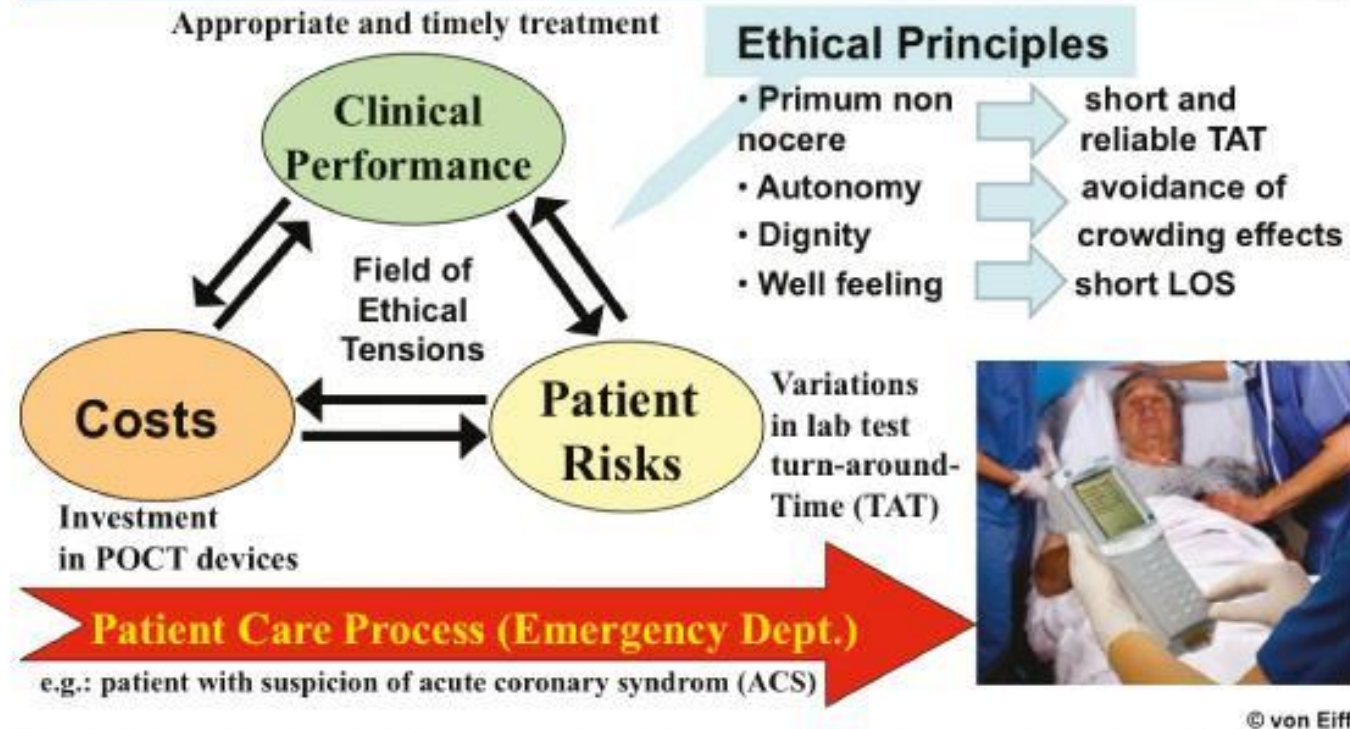
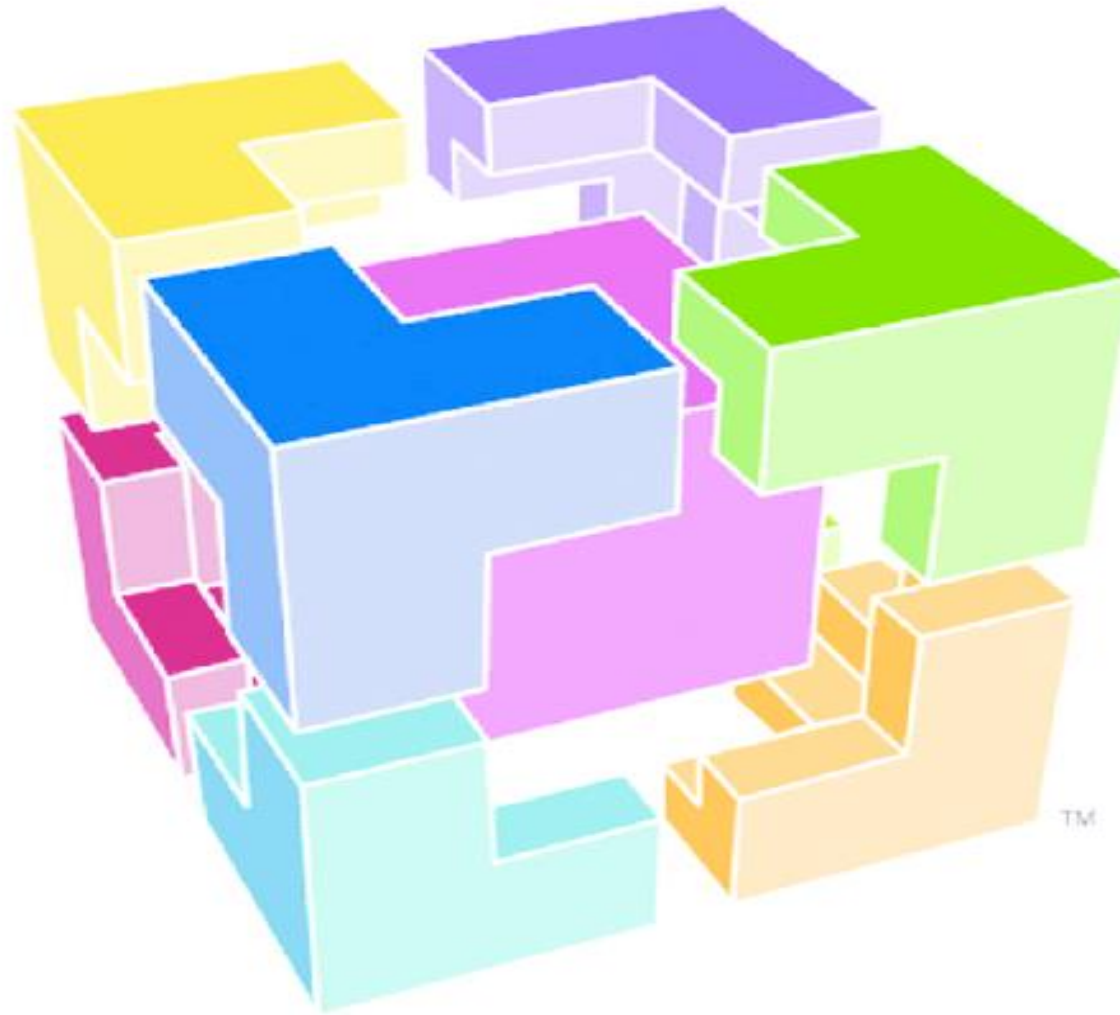


Figure 4. Value-oriented leadership overcomes the problems associated with economically motivated decisions, through taking into account patient risk as a primary decision-making criterion.

NHS Healthcare Leadership Model



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

NHS Healthcare Leadership

Inspiring shared purpose	Leading with care	Evaluating information
<p>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</p> <p>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</p> <p>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</p>	<p>What is it? Having the essential personal qualities for leaders in health and social care Understanding the unique qualities and needs of a team Providing a caring, safe environment to enable everyone to do their jobs effectively</p> <p>Why is it important? Leaders understand the underlying emotions that affect their team, and care for team members as individuals, helping them to manage unsettling feelings so they can focus their energy on delivering a great service that results in care for patients and other service users</p> <p>What is it not? Making excuses for poor performance Avoiding responsibility for the wellbeing of colleagues in your team Failing to understand the impact of your own emotions or behaviour on colleagues Taking responsibility away from others</p>	<p>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</p> <p>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</p> <p>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</p>

NHS Healthcare Leadership

Connecting our service	Sharing the vision	Engaging the team
<p>What is it? Understanding how health and social care services fit together and how different people, teams or organisations interconnect and interact</p> <p>Why is it important? Leaders understand how things are done in different teams and organisations; they recognise the implications of different structures, goals, values and cultures so that they can make links, share risks and collaborate effectively</p> <p>What is it not? Being rigid in your approach Thinking about only your part of the organisation Believing only your view is the right one Thinking politics is a dirty word Failing to engage with other parts of the system Focusing solely on the depth of your area at the expense of the broader service</p>	<p>What is it? Communicating a compelling and credible vision of the future in a way that makes it feel achievable and exciting</p> <p>Why is it important? Leaders convey a vivid and attractive picture of what everyone is working towards in a clear, consistent and honest way, so that they inspire hope and help others to see how their work fits in</p> <p>What is it not? Saying one thing and doing another Talking about the vision but not working to achieve it Being inconsistent in what you say Avoiding the difficult messages</p>	<p>What is it? Involving individuals and demonstrating that their contributions and ideas are valued and important for delivering outcomes and continuous improvements to the service</p> <p>Why is it important? Leaders promote teamwork and a feeling of pride by valuing individuals' contributions and ideas; this creates an atmosphere of staff engagement where desirable behaviour, such as mutual respect, compassionate care and attention to detail, are reinforced by all team members</p> <p>What is it not? Building plans without consultation Autocratic leadership Failing to value diversity Springing ideas on others without discussion</p>

NHS Healthcare Leadership

Holding to account	Developing capability	Influencing for results
<p>What is it? Agreeing clear performance goals and quality indicators Supporting individuals and teams to take responsibility for results Providing balanced feedback</p> <p>Why is it important? Leaders create clarity about their expectations and what success looks like in order to focus people's energy, give them the freedom to self-manage within the demands of their job, and deliver improving standards of care and service delivery</p> <p>What is it not? Setting unclear targets Tolerating mediocrity Making erratic and changeable demands Giving unbalanced feedback (too much praise or too little) Making excuses for poor or variable performance Reluctance to change</p>	<p>What is it? Building capability to enable people to meet future challenges Using a range of experiences as a vehicle for individual and organisational learning Acting as a role model for personal development</p> <p>Why is it important? Leaders champion learning and capability development so that they and others gain the skills, knowledge and experience they need to meet the future needs of the service, develop their own potential, and learn from both success and failure</p> <p>What is it not? Focusing on development for short-term task accomplishment Supporting only technical learning at the expense of other forms of growth and development Developing yourself mainly for your own benefit Developing only the 'best' people</p>	<p>What is it? Deciding how to have a positive impact on other people Building relationships to recognise other people's passions and concerns Using interpersonal and organisational understanding to persuade and build collaboration</p> <p>Why is it important? Leaders are sensitive to the concerns and needs of different individuals, groups and organisations, and use this to build networks of influence and plan how to reach agreement about priorities, allocation of resources or approaches to service delivery</p> <p>What is it not? Being insular Pushing your agenda without regard to other views Only using one influencing style Being discourteous or dismissive</p>

Health Sector Leadership

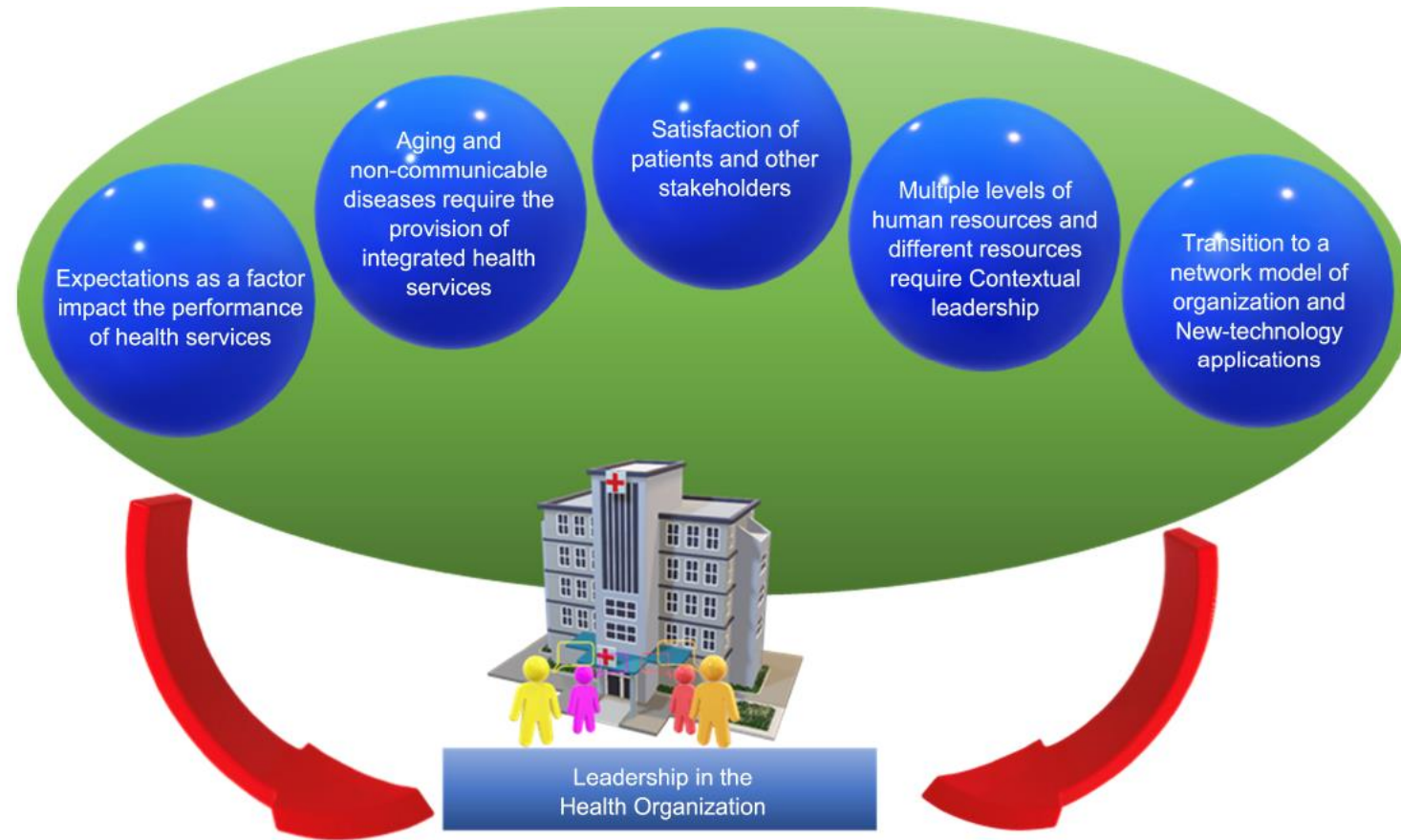


Figure 1. Five forces impact health sector leadership (*Authors' development and elaboration*).

Clinical Leadership Competency Framework

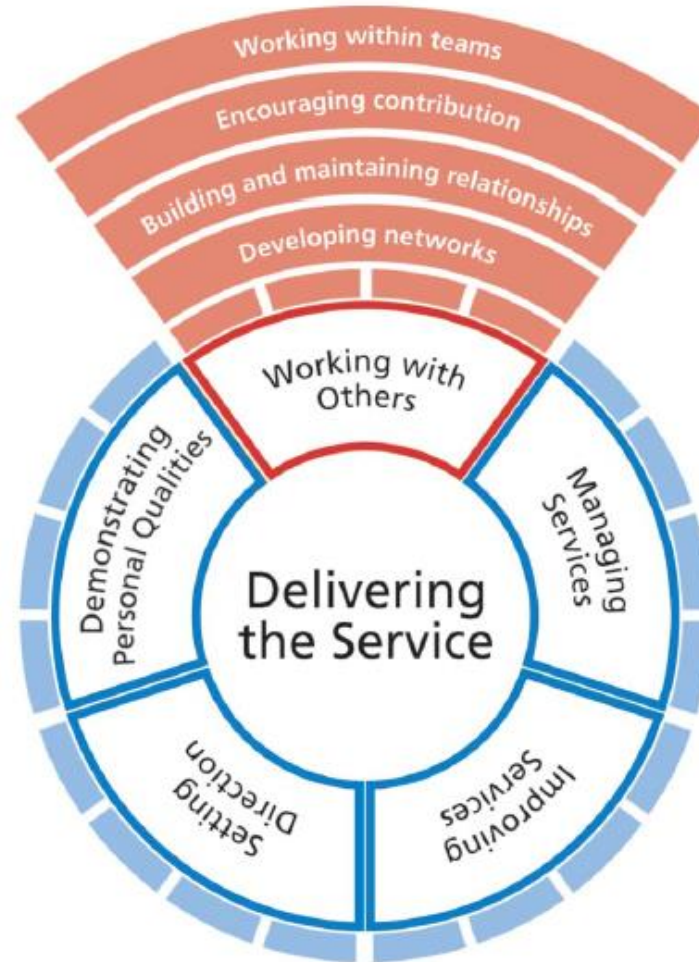


Figure 2. Clinical leadership competency framework.

Demonstrating Personal Qualities



Working with Others



Managing Services



Improving Services



Setting Direction



Framework for Action

