

MAKING MOST OF RESEARCH

Leading across the system is highly complex and unsurprisingly, identifying the leadership behaviours and how best to use them is equally complicated. Since completion of the research we have developed additional resources and material including a set of system leadership behaviour cards. We have tested these further with Primary Care, Social Care, Organisational Development Practitioners and Senior System Leaders. What is clear is that there is no one way to utilise the resources developed; the research can be used in numerous ways. Our learning so far suggests a number of effective uses, these include:

- self-reflection and assessment
- as part of development conversation(s)
- in coaching and mentoring conversations
- as part of Leadership development activity
- to inform programme design
- and more

We know that as these resources are utilised more across the system it will create a wealth of knowledge on their usability and impact. Please continue to input into this by letting the NHS North West Leadership Academy know how you are using, experiencing and learning from this work to enable us all to continue to learn from each other.

CONTACT US

More information and resources, including a downloadable version of the cards, can be found on our website

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SYSTEM LEADERSHIP

DOING THINGS DIFFERENTLY: RETHINKING LEADERSHIP BEHAVIOURS FOR THE FUTURE OF THE PUBLIC SECTOR

Complimentary to the NHS Healthcare Leadership and other sector models



DIFFERENT WAYS OF WORKING

The shift towards a system wide approach to address population health is requiring leaders to work in a different way. The NHS North West Leadership Academy undertook a significant piece of research in 2017, which we then tested, to gain a deeper understanding of the kinds of behaviours needed to enable effective system leadership across the public sector. We not only explored what this different kind of leadership might look like but also the implications of this way of working for system leaders.

HARNESSING THE WISDOM OF THE CROWD

We harnessed the insights from across the NHS, local authority, police, fire, education, third sector and beyond. We worked together to share experiences from different sectors, learn from each other and identify the key behaviours needed for effective system leadership; acknowledging the scale, diversity and complexity of the system and the importance of collaboration and co-creation. We worked in a variety of other ways including stakeholder events and the use of an online crowdsourcing platform which enabled those within the system to comment and vote. This gave us a rich source of thinking and ideas. Following analysis we were able to refine the key system leadership behaviours which were then explored in more detail through discussion with a group of senior system leaders.

SYSTEM LEADERSHIP BEHAVIOURS

Our research enabled us to identify four overarching themes, each underpinned by a series of supporting behaviours, which are in turn brought to life by a set of indicators demonstrating the kinds of behaviours that enable, and obstruct, effective system leadership.



AUTHENTICITY:

Honest and genuine, true to self and own values, clarity about what they are there for, what they are aspiring to and why; sense of purpose

MINDSET:

Open-minded, curious, encourages learning and a lack of defensiveness in self and others, insight and affiliation with others

RESILIENCE, BRAVERY & COURAGE:

Boldness, bravery and courage to take calculated risks, reflects and learns from failure and success

RELATIONSHIPS & ADVOCACY:

Engages and builds relationships at all levels and across organisations, enables citizens to take charge of their own health (with the right support)

COLLABORATION & CO-CREATION:

Involves communities, embraces diversity and works across differences and agencies to establish what collectively needs to be achieved for quality, cost-effective service provision

TRUST:

Builds trust to promote empathy, care and open communication (e.g. around why decisions are made)

COMMUNITY/ HOLISTIC THINKING:

Starts with place in mind, understands wider area structures and associated challenges, clarifies alignment, has a community focus for the greater good

VISION/ SHARED DIRECTION:

Has consistent and clear vision which involves common goals and shared direction for quality, effective service provision

SYSTEM INFLUENCE:

Leads from place, makes gateways and breaks down divides to enable system outcome beyond their own service, to serve communities. Plays an active role in shaping policy nationally

LEAD/ ENABLE OTHERS:

Provides opportunity for others to develop around them, gives opportunities to others to solve problems, make decisions, take ownership; supportive and agile

OWNERSHIP & ACCOUNTABILITY:

Holds self and others (across the system) to account for quality, effective service provision, recognises how to work with shared accountability for the benefit of the population

DELIVERY:

Has clear structure and steps for delivery, knows where to invest energies and takes action making best use of available resources

DOING THINGS DIFFERENTLY:

Doing things differently to facilitate delivery. Trying new ideas and enabling self and others to explore creative approaches