

Doing Things Differently: Rethinking Leadership Behaviours

Resource exploring
themes, behaviours and
indicators.

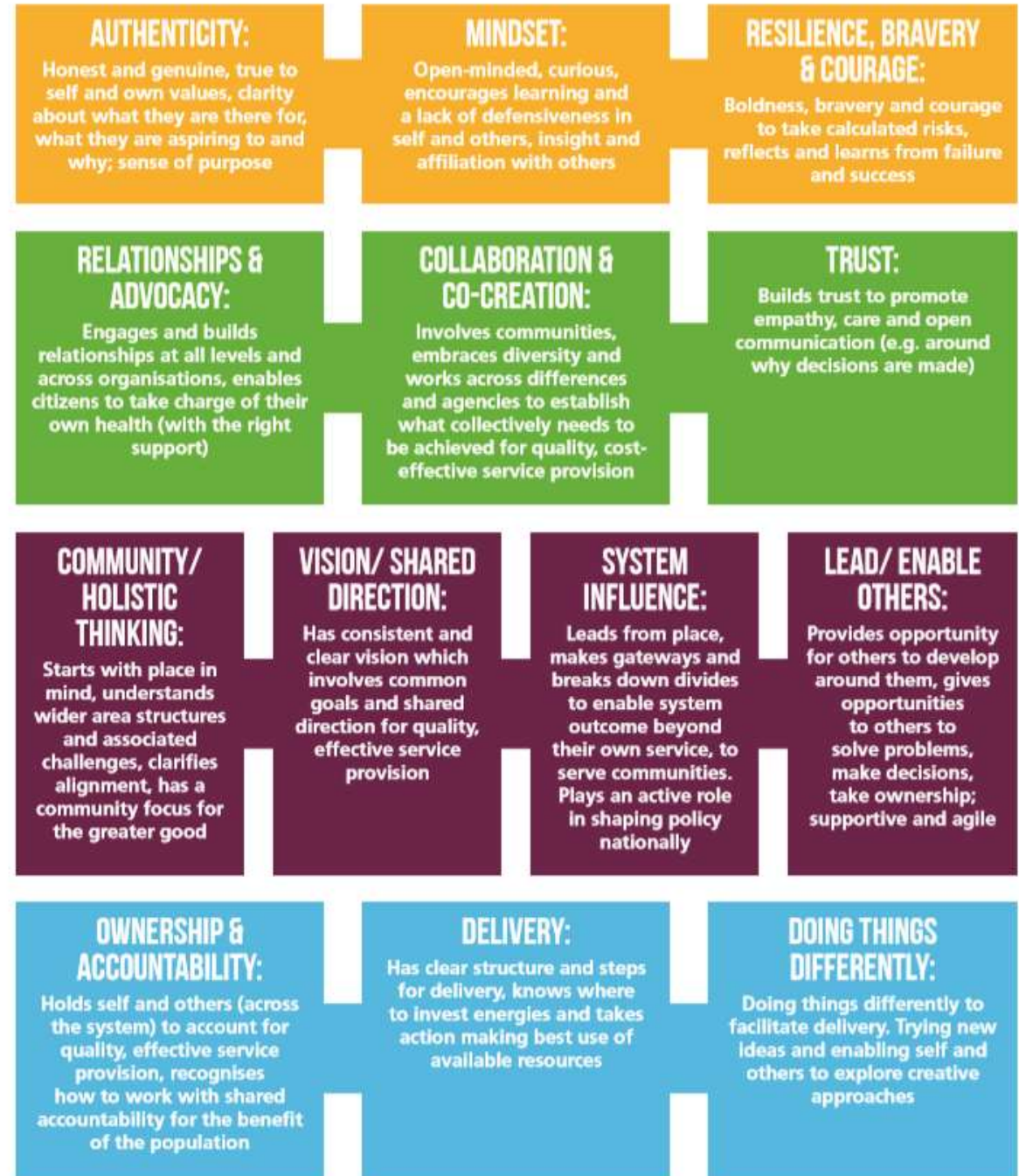


System Leadership Behaviours

The shift towards a system wide approach to address population health requires leaders to work in a different way. A significant system wide piece of research was undertaken and tested with a wide range of cross sector colleagues to understand the kinds of behaviours needed to enable effective system leadership across the public sector.

The research identified four overarching themes: being, relating and communicating, leading and visioning, and delivering. Each theme is underpinned by a series of 13 supporting behaviours.

The behaviours are brought to life by a set of indicators demonstrating the kinds of behaviours that enable, and obstruct, effective system leadership.



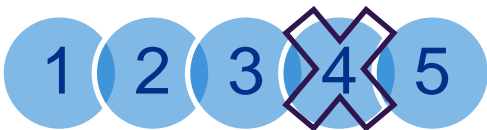
Positive and negative indicators

After familiarising yourself with the cards, you can access a set of indicators.

The positive and negative indicators are designed to provoke individual level insights around the leadership behaviours required to lead and work effectively across the public-sector system landscape. The indicators can support a user to explore where they perceive their key strengths and development areas to be. This can be utilised as preparation for appraisals, coaching or other developmental conversations.

Temperature check

The indicators can be used as a 'temperature check' tool. Use the positive and negative indicators to plus or minus your position along a scale for each behaviour, for example:



The conversation cards may be then be used in conjunction with these to explore specific areas in more detail.

Share your story

How are you using the cards? Complete this survey and share how you are using the cards to support colleagues across the system.



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.

POSITIVE INDICATORS

- ❖ Leads by example
- ❖ Self-aware (including of prejudices, how others see you & own limitations),
- ❖ Personal values (fair)
- ❖ Compassion
- ❖ Honesty about challenges (e.g. the financial challenge; what know/what don't know and what can be achieved with resources)

NEGATIVE INDICATORS

- ❖ Individual reputation management
- ❖ Self-interest
- ❖ Rhetoric (not lived out)
- ❖ Do 'correct' rather than 'right'

MINDSET

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

POSITIVE INDICATORS

- ❖ Listen to understand
- ❖ Willing to be challenged
- ❖ Willing to learn & admit failure
- ❖ Knows own limitations
- ❖ Calm in the storm; stability & support for the system
- ❖ Comfortable with chaos
- ❖ Wisdom to know the difference between what can & can't be done
- ❖ Aware how behaviour influences culture of organisation

NEGATIVE INDICATORS

- ❖ Arrogant, ego
- ❖ Personal glory before common good
- ❖ Cynical
- ❖ Not my job
- ❖ Encourage chaos to increase power

RESILIENCE, BRAVERY & COURAGE

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

POSITIVE INDICATORS

- ❖ Resilient
- ❖ Calculated risks / take a different approach (with agreement)
- ❖ Courage
- ❖ Learn from risk & failure
- ❖ Committed
- ❖ Self-Care

NEGATIVE INDICATORS

- ❖ Defeatist
- ❖ Pressure to conform
- ❖ Doesn't challenge upwards and across the system



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)

POSITIVE INDICATORS

- ❖ Engagement (citizens, staff, organisations, partners)
- ❖ Curator & persuasive
- ❖ Liked/gets to know everyone (in general)
- ❖ Get relationships working (different parts of the system) so technical stuff can follow
- ❖ Communicates (e.g. phones, 1-1 with councillors, MPs)
- ❖ Negotiates for successful outcomes for area and society

NEGATIVE INDICATORS

- ❖ Not inclusive & ensures all voices heard
- ❖ Unclear communications & check understood consistently
- ❖ Expecting something in return
- ❖ Not approachable
- ❖ "Do to" not "do with"
- ❖ Wary of conversations with democratically elected councillors/ MPs

POSITIVE INDICATORS

- ❖ Mechanisms to share knowledge & examples across system to show what's possible
- ❖ Collaborative (not just pushing own agenda)
- ❖ Connectivity & unites people for the population served
- ❖ Networker
- ❖ Out & about to influence other services
- ❖ Pools budgets (enables funding & invests to save)
- ❖ Share risk
- ❖ Understands other organisations' priorities, aware of their range of services (e.g. things in addition to health) & frameworks for decisions (inter LA & NHS)
- ❖ Able change how communicate

NEGATIVE INDICATORS

- ❖ Empire builds
- ❖ Existing prejudices (e.g. professional identities, cultures)
- ❖ Doesn't respect others' stories/ history
- ❖ Lacks understanding of operational impact of decisions on other parts system
- ❖ Sees some services as "add on" instead of valued providers (e.g. social enterprise, 3rd sector)

POSITIVE INDICATORS

- ❖ Empathy & Care
- ❖ Look after each other with kindness
- ❖ No blame
- ❖ Trust in & enable others
- ❖ Prepared to be vulnerable
- ❖ Ask "what do others say about us and how can we improve?"

NEGATIVE INDICATORS

- ❖ Stifling innovation due to lack of trust
- ❖ Empathising to extent that reduces personal resilience & wellbeing
- ❖ Not transparent
- ❖ Makes people feel just being controlled & not viable part of things



COMMUNITY / HOLISTIC THINKING

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

POSITIVE INDICATORS:

- ❖ Strong citizen centric (invests & gains support of community, puts successes back into community)
- ❖ Whole-place/asset based focus
- ❖ Use assets to stem demand
- ❖ Society- based focus
- ❖ Political awareness (e.g. local gov, national gov, politics of relationships; the leaders of power, who gets what, where, how & when, & how decisions are made, where people sit, how they contribute working with councillors, what is/isn't possible)
- ❖ Understand structures, challenges (including finance) and knows where gaps in own knowledge are
- ❖ Has people around to fill their gaps

NEGATIVE INDICATORS:

- ❖ Silos (& "I not we")
- ❖ Own agenda instead of service user journey
- ❖ Takes sides (e.g. FD commissioner v acute v local authority)
- ❖ Protectionist/ Sovereignty
- ❖ Own organisation vs community

VISION/ SHARED DIRECTION

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

POSITIVE INDICATORS:

- ❖ Keeps simple, realistic & consistent
- ❖ Focus on mission, purpose & values
- ❖ Influences/ sells the vision
- ❖ Understands the vision beyond their organisation

NEGATIVE INDICATORS:

- ❖ "Too hard to take"
- ❖ Short term goals
- ❖ Doesn't take others with them

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

POSITIVE INDICATORS:

- ❖ System leadership thinking to see what needs changing
- ❖ Understands different approaches may be needed for different areas
- ❖ Shows different groups where they fit, makes the message understandable
- ❖ Know who/ what include to influence system (what features needed – who has power to make decisions)
- ❖ Navigator
- ❖ See connection between day to day & system change
- ❖ Focus on outcomes within budgets across system

NEGATIVE INDICATORS:

- ❖ Not visible to staff, partners, communities
- ❖ Hangs back from leading the system and (or from actively supporting those leading)
- ❖ Focus on organisational outcome vs system ones

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

POSITIVE INDICATORS:

- ❖ Lead people from different organisations/ background than you have been used to
- ❖ Sets a system tone
- ❖ Gives opportunities to others to solve problems, make decisions, take ownership
- ❖ Supportive (e.g. when others are authentic human side of change & enables others to prosper)
- ❖ Clear & transparent
- ❖ Able move from operational strategic

NEGATIVE INDICATORS:

- ❖ Apathetic
- ❖ Hierarchical/ "most senior knows best"
- ❖ Bullish/ defensive
- ❖ Disconnect between ground level & passionate rhetoric
- ❖ Fails to challenge if others behave poorly



OWNERSHIP & ACCOUNTABILITY

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

POSITIVE INDICATORS:

- ❖ Understands financial issues (ST, MT, LT) & parameters
- ❖ Gives people power to make decisions
- ❖ Takes responsibility leading necessary changes within their control
- ❖ Challenges others in system to make a difference
- ❖ Asks the questions
- ❖ Able take difficult decisions if faced with others who don't have the same vision
- ❖ Present budget to influence decision makers for getting resources
- ❖ Willing to compromise where necessary for greater good & understanding other partners' constraints (e.g. inter NHS & LA)

NEGATIVE INDICATORS:

- ❖ Holds all power for decisions
- ❖ Scape goats/ blames others
- ❖ Uses hierarchy to prevent challenge for others
- ❖ Won't take out resource where necessary

DELIVERY

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

POSITIVE INDICATORS:

- ❖ Structure/ steps (and clear on what's agreed)
- ❖ Understands governance
- ❖ Creates efficient governance
- ❖ Share risk
- ❖ Meets legal/ statutory responsibilities
- ❖ Understands constraints of difference organisations statutory/ legal responsibilities
- ❖ Understands competing financial objectives
- ❖ Translation between systems, organisations professionals
- ❖ Understands where the vision is constrained by structure of public sector
- ❖ Takes integrated action with relevant stakeholders (e.g. auditors)

NEGATIVE INDICATORS:

- ❖ Doesn't engage/ consult
- ❖ Doesn't act and deliver what's promised
- ❖ Lacks evidence, doesn't use it to drive improvement
- ❖ Doesn't link performance figures to budgets
- ❖ Leaves finance to the FD

DOING THINGS DIFFERENTLY

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

POSITIVE INDICATORS:

- ❖ Trying new ideas/ things
- ❖ Knowing what not to change
- ❖ Knowing the long game/ keeping fundamental vision in front of mind throughout the journey (so small steps make a difference without all pieces needing to be in place)
- ❖ Enable self-others be creative/ innovative
- ❖ Invest to generate income (learn from private sector)
- ❖ Find creative approach to procurement
- ❖ Empower at levels closest to the spend
- ❖ Persevere (in structured & disciplined way)
- ❖ Pushing forward better systems which align to the vision
- ❖ Create new whilst still deliver old

NEGATIVE INDICATORS:

- ❖ Bound by rules, policies, procedures
- ❖ Lack confidence in working in new way
- ❖ Hangs back in leading (or supporting) change
- ❖ Can't 'step out' of issue to different perspective



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