Doing Things Differently: Rethinking Leadership Behaviours

Resource exploring themes, behaviours and indicators.

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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:

1 2 3 4 5

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).

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<td>Curator &amp; persuasive</td>
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<td>Wary of conversations with democratically elected councillors/ MPs</td>
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## 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.

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## TRUST
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<td>Starts with place in mind, understands wider area structures associated challenges, clarifies alignment has a community focus for the greater good</td>
<td>Has consistent and clear vision which involves common goals and shared direction for quality, effective service provision</td>
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**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

**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

**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 different organisations
- Share risk
- 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
Further information on NHS North West Leadership Academy offers can be found on our website [www.nwacademy.nhs.uk](http://www.nwacademy.nhs.uk)

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