

Be the Change..



‘How is Leadership Used in Practice?’

Meet the Team



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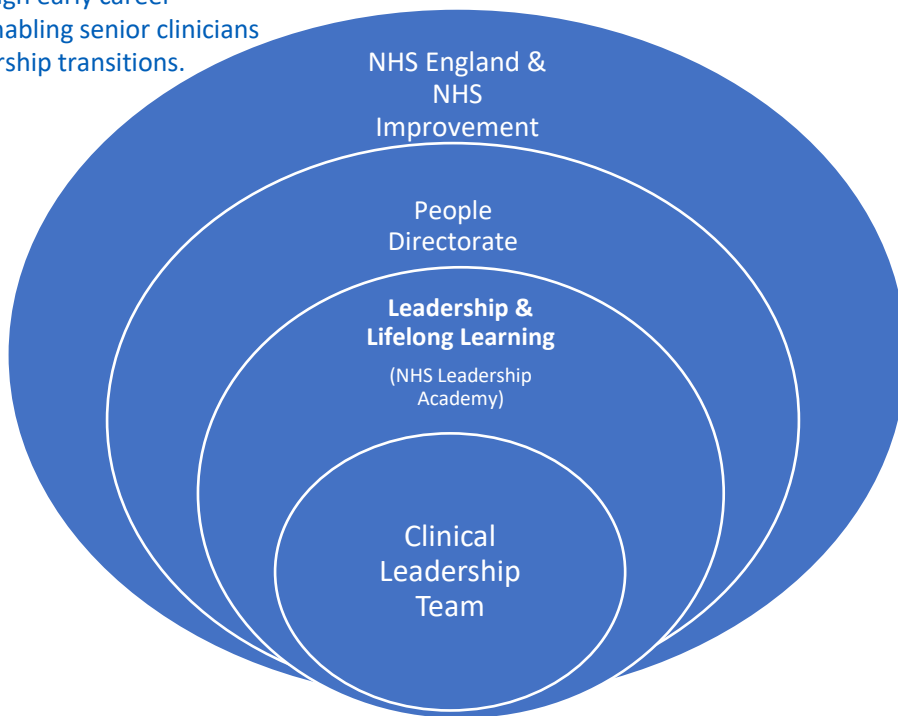


Emma Marrison-Taylor
Project Co-ordinator

NHS Clinical Leadership Development Team

Purpose:

To **strengthen leadership development** and support available across the span of all clinical careers, from pre-registration programmes through early career development to enabling senior clinicians to make key leadership transitions.



What we are covering

- What is leadership (in practice)?
- Leadership vs management
- Assigned vs emergent leadership
- Opportunities for demonstrating leadership in Advanced Clinical Practice

What is leadership in practice?



Advocating for team

Creating an inclusive working environment where all colleagues feel valued

Being conscious of power imbalances - taking active notice of those with lower actual or perceived power including ensuring their voices are heard (actively advocating/ including)

Supporting and developing colleagues

Being an agent of positive change

Identifying, reflecting on and solving problems

Advocating for patients

Emotional intelligence, self-awareness and self-regulation ('awareness of how tired and/or emotional I feel and how this may show in what I say and do' - D Reid, APPN, Spring 2022)

How do we demonstrate Leadership in clinical practice?

Role modelling good behaviour/practice

Continuously seeking improvement

Daily check-ins; Flexible work approach (within reason); Time for reflection and debrief built into the working day as standard (even if 5 mins); Protected break time' (Rachael Moses, Head of Clinical Leadership, NHSLA)

Personal resilience, adjust to adversity, maintain equilibrium, retain some sense of control over their environment and continue to move on in a positive way (McDonald et al, 2015).

Making every contact count regarding health promotion

Not shying away from difficult conversations

Challenging mis-information, assumptions and biases

'Understanding and acting on our values' (Diane Reid, D. APPN article Apr 2022)

Actively recognising, supporting and acknowledging achievements of others

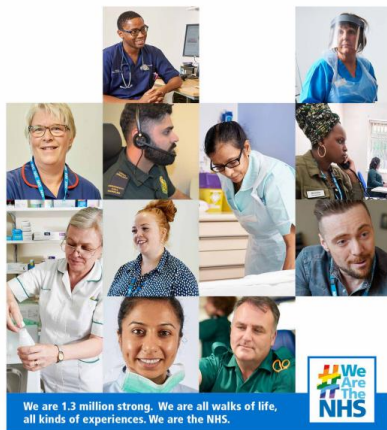
Always thinking about who (individuals and groups) might be excluded or disadvantaged by ways of working (procedures, environment, information giving, etc)

Regular self-reflection and reflexivity are essential for leadership (Carnegie, 2006).

People Plan



WE ARE THE NHS:
People Plan 2020/21 -
action for us all



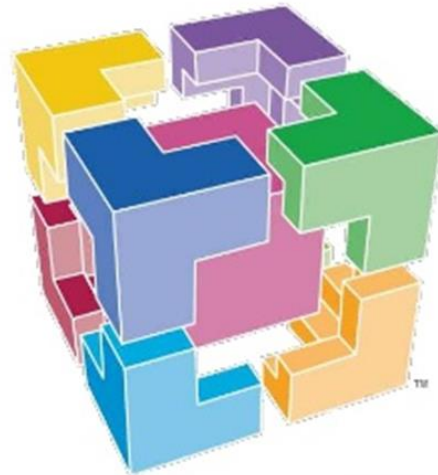
- 1 Responding to new challenges and opportunities
- 2 Looking after our people
- 3 Belonging in the NHS
- 4 New ways of working and delivering care
- 5 Growing for the future
- 6 Supporting our NHS people for the long term

#OurNHSpeople

Healthcare Leadership Model

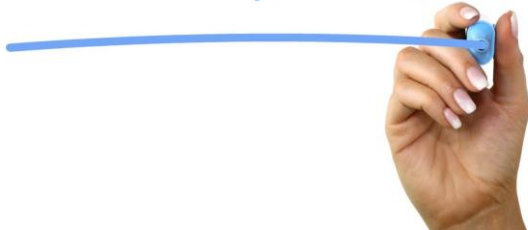
The Healthcare Leadership Model is made up of nine behavioural dimensions:

- Inspiring shared purpose
- Leading with care
- Evaluating information
- Connecting our service
- Sharing the vision
- Engaging the team
- Holding to account
- Developing capability
- Influencing for results



The same or different?

MANAGEMENT



LEADERSHIP

One way of looking at it:

Leadership

- Vision (FUTURE)
- Influence (PEOPLE)
- Change (MOVEMENT)
- Concerned with what, why and where heading.....

Management

- Here and Now (TODAY)
- Tasks (THINGS)
- Stability (CONTROL)
- How things are accomplished today.....

Heath, (2021)

What does
this mean in
practice?

Understand	Assigned vs emergent leadership
Develop	Develop personal impact/agency
Know	Know your spheres of influence
Use	Use your leverage to be a positive change agent

Birney, A (2021)

Assigned vs emergent leadership

Assigned

- Authority based ('management')
- Relies on structure
- Top-down change
- Performance/goals
- Compliance/Regulation
- Transactional

'Old power'

Emergent

- Influence based
- Relies on 'agency'
- 'Bottom-up'/ horizontal change ('leaders everywhere')
- Social action, solidarity
- Transformational

'New power'

Helen Bevan, NHS School for Change Agents
<https://horizonsnhs.com/school/>

Use your leverage to be a **Positive Change Agent**

NHS School for Change Agents

<https://horizonsnhs.com/school/>

Ways to build leverage (‘change agency’)

- ✓ Create small changes one step at a time.
- ✓ Emphasise progress
- ✓ Reframe your thinking
- ✓ Find your crew
- ✓ Get social support
- ✓ Make change routine, rather than an exceptional activity.
- ✓ Learn from the best
- ✓ Think story - what are you doing. Why are you doing it?
- ✓ Build a spectrum of allies
- ✓ Persist!

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Take Action

What changes do you/ could you champion to help make your team and your services better for your patients and for your colleagues?

Who do you/could you influence to achieve this?

How are you going to do this? What skill do you need to acquire/develop?

Resources

- NHS Leadership Academy:

<https://www.leadershipacademy.nhs.uk/>

- NHS Horizons: School for Change Agents

<https://horizonsnhs.com/school/>

Thank you

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<https://www.leadershipacademy.nhs.uk/>



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