

# North West IAPT L&I Forum Leadership Vs. Management

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# NHS Context

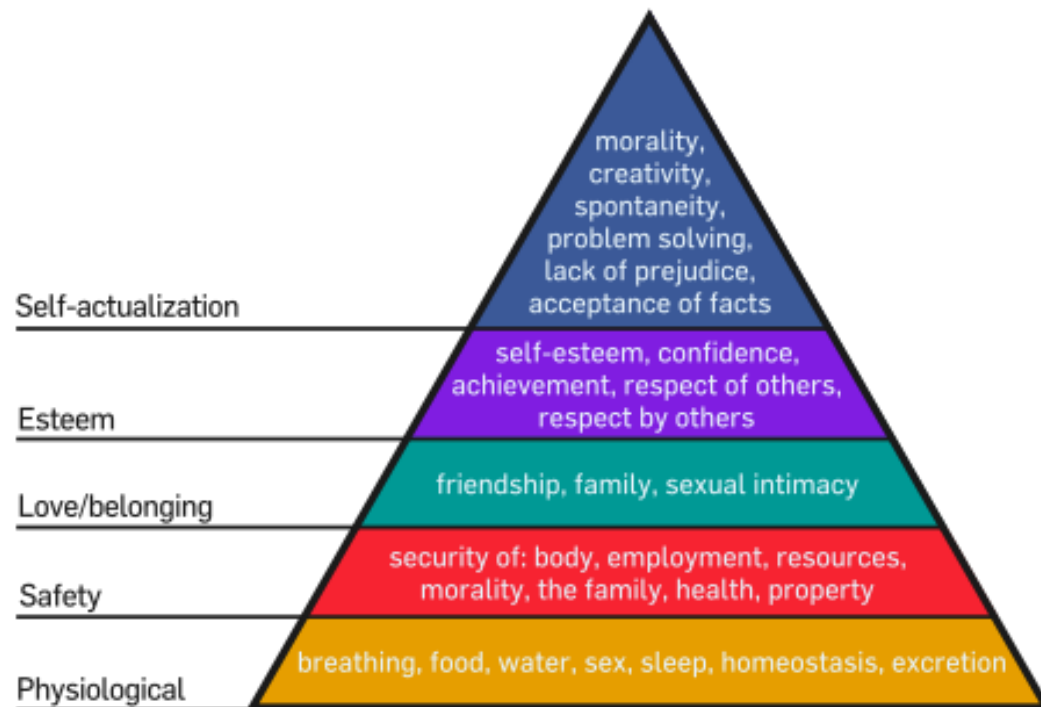
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*“The level and pace of change in the NHS remains unsustainably high; this places significant, often competing demands on all levels of its leadership and management. The administrative, bureaucratic and regulatory burden is fast becoming insupportable”*

(Sir Peter Rose’s review of NHS leadership. March 2015)



# Maslow's Hierarchy of Needs



# What is leadership?

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- Nearly 300 textbook definitions! (Warren Bennis)
- Majority of US organisations over-managed and underled (Kotter)

*“Leaders do the right things while managers do things right”*  
(Charles Handy)

*Working with and through others to achieve improvements in  
services for people’s health and healthcare*



# What is leadership?

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*“If you think you are leading and no one is following then you are just taking a walk” (B Hooks)*

*“No one yet has figured out how to manage people effectively into battle; they must be led” (Kotter)*

*“Management is about coping with complexity. Leadership, by contrast, is about coping with change”*



# Kings Fund Commission (2011)

*Leadership is the art of motivating a group of people to achieve a common goal. This demands a mix of analytic and personal skills in order to set out a clear vision of the future and defining a strategy to get there. It requires communicating that to others & ensuring that the skills are assembled to achieve it. It also involves handling and balancing the conflicts of interests that will inevitably arise, both within the organisation and outside it where, even in the private sector, a wide variety of stakeholders will have a legitimate interest”*

*(= More than ‘getting the job done’)*




# The Future of Leadership and Management in the NHS (Kings Fund 2011)



*“There is no persuasive evidence that the NHS is over managed, and a good deal of evidence that it may be under-managed”*

*“Leadership development needs to extend from the ‘board to the ward”*

*“High quality leadership and management at all levels is a prerequisite for a national health Service that delivers both the highest possible quality of care to patients and the best possible deal for the taxpayer”*



# What Leaders Really Do (J. Kotter HBR 1990)

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**Setting Direction** Vs. Planning & Budgeting

**Aligning People** Vs. Organising & Staffing

**Motivating & Inspiring** Vs. Controlling activities & solving problems





# New Savoy Staff Wellbeing Survey

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- 46% psychological professionals surveyed reported depression
- 49.50 reported feeling a failure
- 25% considered they had a long-term, chronic condition
- 70% reported finding their jobs stressful
- Incidents of bullying and harassment had more than doubled

*Being target driven is the bane of our lives*

*IAPT is a politically driven monster...All we are told is targets!*



# Charter for Psychological Staff Wellbeing & Resilience

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“We need clinical leaders, managers and commissioners who understand the nature of this work, who value the dedication and sense of vocation of staff, and who support their staff wellbeing and work-life balance”

“ ... by engaging in reflective and generative discussions with colleagues, other leaders, and frontline staff to co-create compassionate workplaces and sustainable services”

- Stockdale Paradox – (brutal facts + faith to prevail)



# The 7 Habits of Highly Effective People

Stephen R. Covey

**BE PROACTIVE**

**BEGIN WITH THE END IN MIND**

**PUT FIRST THINGS FIRST**

**THINK WIN-WIN**

**SEEK FIRST TO UNDERSTAND, THEN BE UNDERSTOOD**

**SYNERGISE**

**SHARPEN THE SAW**



7 Habits of Highly Effective People	Stephen Covey
<p>Quadrant 1 Activities Important and Urgent</p>	<p><u>Quadrant 2 Activities</u> <u>Important Not Urgent</u></p>
<ul style="list-style-type: none"> <li>•Crises</li> <li>•Pressing problems</li> <li>•Deadline driven projects</li> </ul>	<ul style="list-style-type: none"> <li>•Crisis prevention</li> <li>•Values clarification</li> <li>•Preparation &amp; planning</li> <li>•Relationship building</li> <li>•Renewal &amp; evaluation</li> </ul> <p>(Deliver results, contribute to mission, our values, high-priority goals)</p>
<p>Quadrant 3 Activities Urgent Not Important</p>	<p>Quadrant 4 Activities Not Urgent &amp; Not Important</p>
<ul style="list-style-type: none"> <li>•Interruptions, phone calls</li> <li>•Mail, some reports</li> <li>•Some meetings</li> <li>•Some pressing matters</li> <li>•Many popular activities</li> </ul>	<ul style="list-style-type: none"> <li>•Trivia, busy work</li> <li>•Some mail</li> <li>•Some phone calls</li> <li>•Many pleasant activities</li> </ul>

# Emotional Intelligence

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Daniel Goleman: 'Leadership That Gets Results'

[https://www.haygroup.com/downloads/fi/leadership\\_that\\_gets\\_results.pdf](https://www.haygroup.com/downloads/fi/leadership_that_gets_results.pdf)

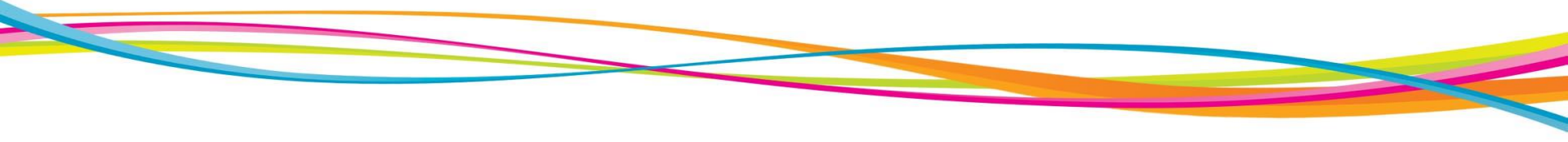
Understanding yourself, your goals, intentions, responses & behaviour

Understanding others and their feelings









# Goleman's 5 Domains of EI

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1. Knowing your emotions – self awareness
  2. Managing your own emotions – self regulation
  3. Motivating yourself – self motivation
  4. Recognising and understanding other people's emotions – social awareness
  5. Managing relationships – social skills
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Personal Competence	Social Competence
<b>1. Self-awareness</b>	<b>4. Social Awareness</b>
- emotional awareness	- empathy
- accurate self-assessment	- service orientation
- self-confidence	- developing others
<b>2. Self Regulation</b>	- leveraging diversity
- self control	- political skills
- trustworthiness	<b>5. Social Skills</b>
- conscientiousness	- communication
- adaptability	- leadership
- innovativeness	- change catalyst
<b>3. Self Motivation</b>	- conflict management
- achievement drive	- building bonds
- commitment	- competition and collaboration
- initiative	- team capabilities
- optimism	

# GOLEMAN'S Leadership Styles

<b>GOLEMAN'S LEADERSHIP STYLES</b> <small>Adapted from "Leadership That Gets Results," Goleman, D.</small>	<b>Commanding</b> 	<b>Pacesetter</b> 	<b>Democratic</b> 	<b>Affiliative</b> 	<b>Visionary</b> 	<b>Coaching</b> 
<b>The style in a phrase</b>	Do what I tell you	Do as I do	Let's decide what to do together	Let's do what's best for everyone	Do what will help us reach our goals	How can I help you do it better?
<b>The leader's way of working</b>	Demands immediate compliance	Sets high standards of performance	Creates consensus through participation	Creates harmony and builds emotional bonds	Mobilises people towards a vision	Develops people for the future
<b>Underlying emotional intelligence competencies</b>	Achievement Initiative Self-control	Conscientiousness Achievement Initiative	Collaboration Team leadership Communication	Empathy Building relationships Communication	Self-confidence Empathy Change catalyst	Developing others Empathy Self-awareness
<b>When the style works best</b>	In a crisis To start a new project With problem employees	To get quick results from a highly motivated competent team	To gain acceptance or consensus To get input from valued team members	To manage splits in a team Motivation during stressful circumstances	When changes require a new vision When clear direction is needed	To help someone improve performance To develop long term strategies
<b>Overall impact on climate</b>	Negative	Positive	Positive	Positive	Strongly Positive	Strongly Positive

<http://www.ei4change.com/resources.htm>



# 10 skills that are hard to learn but pay off forever

Time management



Empathy



Mastering your sleep



Positive self-talk



Consistency



Asking for help



Knowing when to stop talking



Listening



Minding your business



Mastering your thoughts

