What type of leadership does the NHS need?

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• What form of leadership is required in the NHS; why?
• What’s the evidence of its validity re impacting staff, and the quality of patient care?
• How can leadership be embedded in the culture?
• What lessons have we learned?
• What are the implications for you as senior leaders?
• Where is leadership going?
Crucial leadership challenges

• To increase colleagues’ effectiveness, without
  - damaging their motivation
  - damaging their wellbeing

• To create a culture of constant quality improvement and high readiness for change
NHS Health & Wellbeing

• Sick leave costs NHS £1.7bn a year

• Cutting by one third would make annual cost savings of over half a billion (£555m)

• More than a quarter of NHS staff absence is due to stress, depression & anxiety

• “There is significant evidence to suggest that trust performance overall is linked to higher levels of staff health and wellbeing.”

Source: Boorman Review (August 2009)
Engagement Is…..

• ‘Engagement is a positive attitude held by the employee towards the organisation and its values’

• ‘which affects the extent to which individuals put discretionary effort into their work’

IES (2004). The Drivers of Employee Engagement
Engagement Is…..

- Good for staff
- Good for organisations


How do we promote engagement?

Answer # 1:

Develop leaders who are competent
Leadership Competency Frameworks

• Main source of data is ‘subject matter experts’

• Rigorous research (representative sampling frame, psychometric robustness of instruments: reliable & validity – clear evidence of impact)

• Articulates the ‘what’ of leadership
Criticisms of Competencies

- Overly reductionist, fragmenting the role of the manager, rather than as an integrated whole (Ecclestone, 1997; Grugulis, 1998; Lester, 1994)

- Overly universalistic or generic, assuming that they are the same, no matter the nature of the situation, individual or task (Grugulis, 2000; Loan-Clarke, 1996; Swailes & Roodhouse, 2003)

- Focus on past or current performance, rather than future requirements, thereby reinforcing rather than challenging traditional ways of thinking (Cullen, 1992; Lester, 1994)

- Focus on measurable behaviours and outcomes to the exclusion of more subtle qualities, interactions and situational factors (Bell, Taylor & Thorpe, 2002)

- Result in a limited and mechanistic approach to development (Brundrett, 2000)

“we see little evidence that these systems, in place for years now, are producing more and better leaders in organizations”
(Hollenbeck et al., 2006)
In other words …

… being competent is necessary …

.. but not sufficient, for effective leadership
An analogy…

“a competency framework could be considered like sheet music, a diagrammatic representation of the melody. It is only in the arrangement, playing and performance, however, that the piece truly comes to life.”

So what else is needed for leadership?

Answer #2: Develop leaders who are active in engaging their staff.
Engaging Leadership behaviours

• Main source of data is staff

• Rigorous research (representative sampling frame, psychometric robustness of instruments: reliable & validity – clear evidence of impact)

• Articulates the ‘how’ of leadership
What about leadership qualities?

- as with competencies, appropriate personal qualities and ethically-based values (e.g., personal integrity) are a prerequisite for effective engaging leadership, but they are *not* the same as engaging leadership.

- Indeed, many of the same qualities and values, such as having integrity, are also a prerequisite for being competent, for example, in financial management, as well as for being effective as an engaging manager/individual.

Leadership qualities

Personal Qualities & Values
- Integrity
- Emotional intelligence
- Intellectual flexibility
- Resilience

Leader competencies
- Effective communication
- Setting goals & targets
- Decision-making
- Problem solving
- Organising & planning

Engaging leadership behaviours
- Showing genuine concern
- Enabling
- Inspiring others
- Facilitating change sensitively

The Engaging Leadership Model

**ENGAGING INDIVIDUALS**

- Showing Genuine Concern
- Being Accessible
- Enabling
- Encouraging Questioning

**ENGAGING THE ORGANISATION**

- Supporting a Developmental Culture
- Inspiring Others
- Focusing Team Effort
- Being Decisive

**PERSONAL QUALITIES AND VALUES**

- Being Honest & Consistent
- Acting with Integrity

**MOVING FORWARD TOGETHER**

- Building Shared Vision
- Networking
- Resolving Complex Problems
- Facilitating Change Sensitively

Source: The ‘Engaging’ TLQ™ Dimensions. Leeds: Real World Group
‘Engaging’ leadership principles

- Leader as **servant** and **partner**
- Leadership is a **social process** (‘ubuntu’)
- Leadership is about **connectedness through a shared vision, co-ownership, co-design and empowering partners in implementation**
Evidence of validity of the TLQ scales

- Content, construct, convergent and discriminant validity (eg Dobbins et al., 2004; Kelly, Johnson & Gill, 2006; Miller, 2007)

- Generalisable across sectors, levels, different groups

### Is the model valid? The impact of TLQ engagement scales on staff in the NHS

<table>
<thead>
<tr>
<th>TLQ Scales/Impact Measures</th>
<th>Job Satisfaction</th>
<th>Motivation</th>
<th>Commitment</th>
<th>Achievement</th>
<th>Self Confidence</th>
<th>Reduced Stress</th>
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<td>Inspiring Others</td>
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<td>Being Honest &amp; Consistent</td>
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Does engagement predict performance?

‘The impact of leadership factors in implementing change in complex health and social care environments’

(Department of Health NHS SDO, Project 22/2002)

Does engaging leadership predict productivity, morale & well-being?

- 3-year longitudinal study
- 80 teams (N = 743)
- Assessed leadership culture (LCCI™) (competencies & engaging behaviours)

What did we measure?

Outcome measures:

• Government targets re Team *productivity*

• Team *morale* (e.g., motivation, job satisfaction, commitment)

• Team *well-being* (fulfilment, self-confidence, reduced stress/emotional exhaustion)

Contextual variables controlled for

- Mental Illness Needs Index (MINI) for the team’s area
- Availability of alternatives to in-patient care
- Age of the team
- Proportion of users presenting symptoms of psychosis
- ‘Gate-keeping’ power of teams
- Extent of ‘medical cover’
- Multi-disciplinary nature of team
- Ratio of staff to service users
Evidence that engaging leadership predicts productivity

Competencies did not predict effectiveness

A Culture of ‘engaging’ leadership significantly predicts:

- High levels of motivation
- High levels of job satisfaction
- High levels of job & org. commitment
- Reduced stress & emotional exhaustion
  and….
- High levels of Team Productivity

Implications for leadership in the NHS (1)

• ‘Engaging’ leadership can significantly increase productivity, and motivation and well-being

• Competencies are necessary, but not sufficient

• Leadership should be viewed as a shared or distributed process, embedded in the culture
Implications for leadership in the NHS (2)

- **Change initiatives**: Clarify the reasons and desired outcomes, not the detailed instructions as to how it should be achieved; **create co-designers**

- Scrutinise **recruitment, appraisal, promotion, PMgt, and development** practices to ensure that both competencies and ‘engaging’ approaches are emphasised

- Leadership development should focus on increasing both ‘human capital’ & ‘social capital’
Embedding a culture of engagement: Lessons we’ve learned from supporting cultural transformation

- Top management buy-in is crucial: provide strong case - data & research findings
- Only start if organisation is ready, and committed
- Engage Clinicians
- Diagnose what interventions required where
- Relate everything to the org’s objectives & the values
- Ensure all HR processes consistent with the purpose
- Maintain quality
- Evaluate ‘chain of impact’ (ROI)
- Build Capacity, not dependency

and finally..

“If we practiced medicine like we practice management…
.. based on hunch, intuition and ideology..
..we would have much more malpractice and a lot of mortality.”

Source: Jeffrey C. Pfeffer, Professor of Organizational Behavior, Stanford University
Engaging leadership:
Creating organisations that maximise the potential of their people
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