

# Leading Health Care IT



HEALTH AN SOCIAL CARE CONSULTING SOLUTIONS

[www.adrconsultancy.com](http://www.adrconsultancy.com)



@ADRHealthcare

**By default - Appointed Leadership?**

[http://www.youtube.com/watch?v=5Xd\\_zkMEgkI](http://www.youtube.com/watch?v=5Xd_zkMEgkI)

# Tutorial Aims and Objectives

- Identify what leadership is ?
- Leader vs manager?
- Leadership models
- Key leadership challenges in the healthcare environment.
- To understanding how to develop our leadership potential

*“The NHS has understood for some time the need to make extremely challenging improvements in productivity and efficiency”.*

*Liberating the NHS: Equity and Excellence (DH 2010)*

# ”Leaders or Managers?”

In pairs discuss and present back your ideas on what makes an effective

- a) Leader
- b) Manager

## Leaders can.....

Define the task

Plan

Brief / communicate

Control

Evaluate

Motivate

Organise

Set an example

As a leader moves up this pyramid, they need to also:-

Set a direction

Align peoples' efforts

Bring out the best in people

Act as a change agent

Handle uncertainty & crises

# Leadership qualities

- He/she must personify the key qualities required in the field (technically competent)
- Enthusiasm
- Integrity (required to generate trust)
- Toughness,
- Fairness,
- Demanding
- Warmth,
- humanity
- Tact
- Humility (arrogance means you don't learn)

# Leadership Styles

## **Charismatic Leadership**

Gathers followers through dint of personality and charm, rather than any form of external power or authority.

## **Participative Leadership**

Seeks to involve other people in the process, possibly including subordinates, peers, superiors and other stakeholders.

## **Situational Leadership**

The leaders' perception of the follower and the situation will affect what they do rather than the truth of the situation.

## **Transactional Leadership**

Often uses *management by exception*, working on the principle that if something is operating to defined (and hence expected) performance then it does not need attention.

## **Transformational Leadership**

Working for a Transformational Leader can be a wonderful and uplifting experience. They put passion and energy into everything. They care about you and want you to succeed.

## **The Quiet Leader**

The approach is the antithesis of the classic [charismatic](#) (and often [transformational](#)) leaders in that they base their success not on ego and force of character but on their thoughts and actions

## **Servant Leadership**

The servant leader serves others, rather than others serving the leader.



## 2 common types of Leadership.....

There are two distinctly different types of leadership:-

- **Positional**

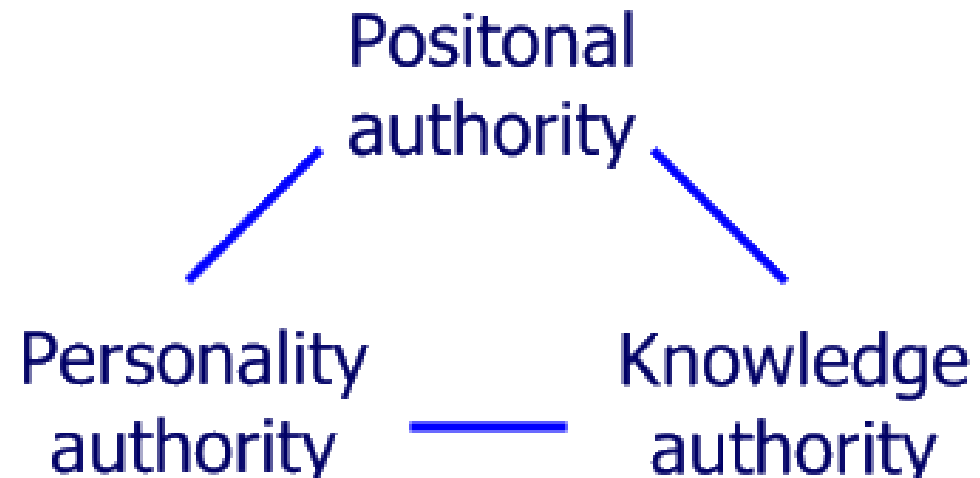
Usually comes from your position in the organisation,

- **Situational:**

Emerges from what is happening on the ground (think of the person soldiers actually follow under fire)

- **Knowledge:**

that derives from being technically knowledgeable & competent ('knowledge is power')



## No more Heroes (NHS)

### **Conclusions: *The future of leadership and management in the NHS: No more heroes.***

- Challenges negative attitudes towards managers, and current plans for major reductions in management and administration costs.
- NHS to move beyond the outdated model of heroic leadership
- Recognise the value of leadership: 'shared, distributed and adaptive'.
- Leaders to focus on systems of care - not just institutions and on engaging staff in delivering results.
- Emphasis on general and clinical managers to lead at all levels – 'from the board to the ward'

# Leadership in Healthcare

- Lead Self
- Engage Others
- Achieve Results
- Develop Coalitions
- Systems Transformation

Source: Healthcare leadership conference Canada (June 2011)

## Leads self?

### Self aware

- Refers to the awareness of one's own assumptions, values, principles, strengths & limitations.
- Self-aware leaders examine their own emotional triggers, thinking patterns, assumptions, values, principles, and strengths and limitations.
- Can be further divided into awareness of emotions, awareness of assumptions and paradigms, and awareness of values and principles



"Golly, sir, I love your leadership style!"

# Leads self?

## Self manages

- Taking responsibility for one's own performance and health.
- Effective leaders realize that in taking responsibility for their own choices, they empower themselves to have greater freedom to choose their responses.
- Can be further divided into *emotional management, personal mastery, and life balance..*

# Leads self?

## Self development

- Refers to actively seeking opportunities and challenges for personal learning, character building, and growth.
- Effective leaders know that Self development is life-long process, where the right attitude is as important as the right skill sets.
- Can be further divided into *developing soft skills and life-long learning*.



**Leads self?**

## **Demonstrates Character**

- Refers to the modelling of qualities such as honesty, integrity, resilience & confidence.
- Character can be defined as the behaviour one portray to others, to the inward motivation to do what is right, or to abiding by ethical principles and values.
- Demonstrates Character can be further divided into *personal integrity and emotional resiliency*.

Break





