Think of someone who you feel is a good leader or has influenced you...
Leadership framework
Medical Leadership Competency Framework – Personal Qualities

- Self awareness
- Self management
- Self development
- Acting with integrity
Medical Leadership Competency Framework – Working with Others

- Developing networks
- Building relationships
- Encouraging contributions
- Working with teams
Medical Leadership Competency Framework – Managing Services

- Planning
- Managing resources
- Managing people
- Managing performance
Medical Leadership Competency Framework – Improving Services

• Ensuring patient safety
• Critically evaluating
• Encouraging improvement and innovation
• Facilitating transformation
Medical Leadership Competency Framework – Setting Direction

- Identifying the context for change
- Applying knowledge
- Making decisions
- Evaluating Impact
Leadership

1. How to develop yourself

2. What to do as a leader

3. Different ways that people do it
How to develop yourself...
7 Habits of Highly Effective People

• Be proactive
• Begin with the end in mind
• Do first things first
• Think win win
• Seek first to understand
• Synergise
• Sharpen the saw
Influencing

“Try honestly to see things from the other persons point of view”

Dale Carnegie
Influencing

• Become genuinely interested in others
• Never condemn and try not to complain
• Sincere appreciation (not flattery)
• “people crave to be appreciated” - Abraham Lincoln
Communication

Body language: 70%
Tone: 23%
Words: 7%
Influencing techniques

• Smile
• Listen
• Understand
• Rapport
• Mirroring and modelling
• Think and plan
• Patience
The New Leaders – Daniel Goleman

- Some emotions spread like viruses
- Open limbic system
- Cheerfulness and warmth spread most easily
- Laughter and smiles
- Positive emotions act as an emotional magnet
Leadership Development Tools

- Time Management
- Presentation Skills
- Audit
- Chairing a meeting

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Chairing a meeting

- Environment and introductions
  - Arrives on time
  - Room Layout
  - States objectives
  - Establishes timeframe

- Facilitation
  - Confirms/establishes agenda
  - Summarises key decisions
  - Identifies and confirms action points
  - Encourages group interaction
  - Keeps group to task
  - Manages time

- Closure

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How to do it............... 

you give out Leadership Pickles when you...

1. Spread ENTHUSIASM
   - Create a sense of urgency
   - Lend them your energy
   - Make things fun

2. Inspire CONFIDENCE
   - Take the fear out of the future
   - Keep your employees informed
   - Seek your employees’ advice
   - Convince people to try

3. Demonstrate INTEGRITY
   - Your team is always watching
   - What they see is what you’ll get
   - Do the upright thing always, whatever the cost
Modelling and integrity

“Your team is always watching. What they see is what you will get - do the upright thing always, whatever the cost”
John Adair’s Action Centred Leadership 1960s
- Defining the task
- Making a plan
- Allocating work & resources
- Controlling quality & tempo of work
- Checking performance against plan
- Adjusting plan

- Setting standards
- Maintaining discipline
- Building team spirit
- Encouraging, motivating, giving sense of purpose
- Appointing roles
- Ensuring communication within the group

- Attending to personal problems or issues
- Valuing individuals
- Recognising & using individual abilities
- Training / helping the individual
Different ways that people do it
# Belbin Team Roles

<table>
<thead>
<tr>
<th>LEADERSHIP</th>
<th>INNOVATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chair</td>
<td>Strategist</td>
</tr>
<tr>
<td>Shaper</td>
<td>Resource Investigator</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>OPERATION</th>
<th>DELIVERY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Company Worker</td>
<td>Monitor Evaluator</td>
</tr>
<tr>
<td>Team Worker</td>
<td>Completer Finisher</td>
</tr>
</tbody>
</table>
6. Inspirational Leadership

• 1990’s
• Described by Richard Olivier from Henry V
• Based on Jungian approach
• Masculine and Feminine – the Natural Flow of Opposites – Gareth Hill
# Inspirational Leadership

<table>
<thead>
<tr>
<th>Good King</th>
<th>Warrior</th>
</tr>
</thead>
<tbody>
<tr>
<td>Order</td>
<td>Quick</td>
</tr>
<tr>
<td>Precise</td>
<td>Confident</td>
</tr>
<tr>
<td>Methodical</td>
<td>Persuasive</td>
</tr>
<tr>
<td>Practical</td>
<td>Competitive</td>
</tr>
<tr>
<td>Analytical</td>
<td>Strong willed</td>
</tr>
<tr>
<td>Authoritative</td>
<td>Inspiring</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Great Mother</th>
<th>Medicine Woman</th>
</tr>
</thead>
<tbody>
<tr>
<td>Encouraging</td>
<td>Enthusiastic</td>
</tr>
<tr>
<td>Empathy</td>
<td>Creative</td>
</tr>
<tr>
<td>Support</td>
<td>Persuasive</td>
</tr>
<tr>
<td>Trust</td>
<td>Adaptable</td>
</tr>
<tr>
<td>Sharing</td>
<td>Dynamic</td>
</tr>
<tr>
<td>Building relationships</td>
<td>Animated</td>
</tr>
<tr>
<td><strong>GOOD KING</strong></td>
<td><strong>WARrior</strong></td>
</tr>
<tr>
<td>----------------</td>
<td>-------------</td>
</tr>
<tr>
<td>Building consent around common goals</td>
<td>Upholding accountability and boundaries</td>
</tr>
<tr>
<td>Presenting context with calm authority</td>
<td>Delivering difficult message</td>
</tr>
<tr>
<td>Appropriate communication providing clarity of expectation</td>
<td>Motivating a team towards successful outcomes</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>EARTH MOTHER</strong></th>
<th><strong>MEDICINE WOMAN</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Establishing trust in a team environment</td>
<td>Creating space to explore new options</td>
</tr>
<tr>
<td>Highlighting the power of listening</td>
<td>Demonstrating the need for flexibility in approach to issues</td>
</tr>
<tr>
<td>Developing others and encouraging collaborative effort</td>
<td>Exploring how to create and sell a vision of the future</td>
</tr>
<tr>
<td>Inspirational Leadership – the inner traitor</td>
<td></td>
</tr>
<tr>
<td>---------------------------------------------</td>
<td></td>
</tr>
<tr>
<td><strong>Bitter Old Man</strong></td>
<td><strong>Mercenary Tyrant</strong></td>
</tr>
<tr>
<td>Too much order</td>
<td>Action only</td>
</tr>
<tr>
<td><strong>Devouring Mother</strong></td>
<td><strong>Mad Woman</strong></td>
</tr>
<tr>
<td>Over Nurture</td>
<td>Too much change</td>
</tr>
</tbody>
</table>
Leadership framework
If you want to change something
Plan out carefully what you want to say...
Here’s someone who did that..
• Once more unto the breach ......

• http://www.youtube.com/watch?v=ikynTH9oJg8
• http://www.youtube.com/watch?v=nhDtx7PPqNc
Think of something you would like to change?

Write a paragraph of words you could deliver to the people involved...
Next Steps

• What are the key messages I want to remember?

• What are my strengths?

• What are my three priorities in leadership and management?

• What will I do differently next week?
## Development plan

Think of yourself or a trainee you are supporting

<table>
<thead>
<tr>
<th>Strengths</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Development needs</td>
<td></td>
</tr>
<tr>
<td>What has already been done?</td>
<td></td>
</tr>
<tr>
<td>Priority areas – up to 3</td>
<td></td>
</tr>
<tr>
<td>What will I do tomorrow and next week?</td>
<td></td>
</tr>
</tbody>
</table>

[www.nw.hee.nhs.uk](http://www.nw.hee.nhs.uk)
[twitter.com/HENorthWest](http://twitter.com/HENorthWest)
Reading

- [https://www.nwpgmd.nhs.uk/medical-leadership](https://www.nwpgmd.nhs.uk/medical-leadership)

- **The Seven Habits of Highly Effective People** Stephen Covey Simon and Schuster 1989

- **Effective Leadership** John Adair Pan Books 1983

- **How to Grow Leaders** John Adair Kogan Page 2009

- **Effective Time Management** John Adair Pan Books 2002

- **Eat That Frog** Brian Tracy Hodder Paperbacks 2004
Further reading

• Leadership all you need to know
  David Pendleton and Adrian Furnham
• The New Leaders Daniel Goleman
• Peak performance presentations Richard Olivier and Nicholas Janni
• How to win friends and influence people Dale Carnegie