

# Developing Leadership Skills

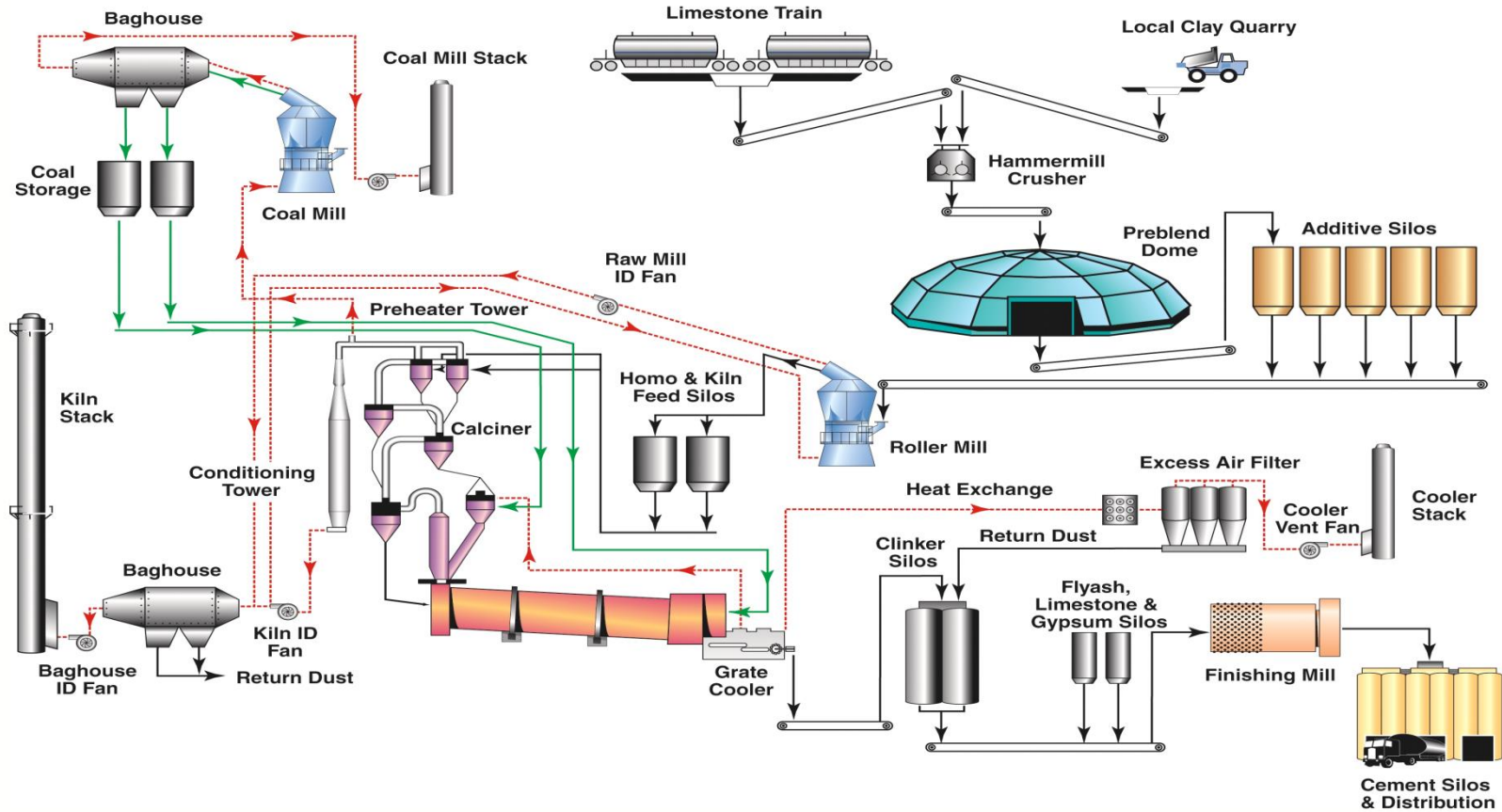
Rebecca Baron November 2013



**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

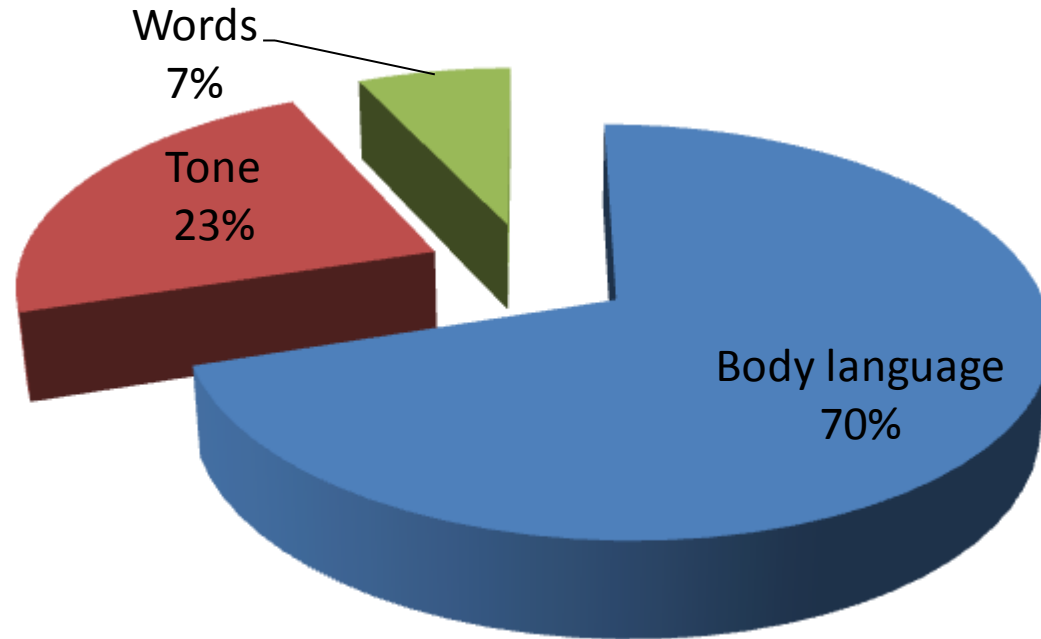
“Try honestly to see things from the other persons point of view”

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



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

# 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

# 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”*



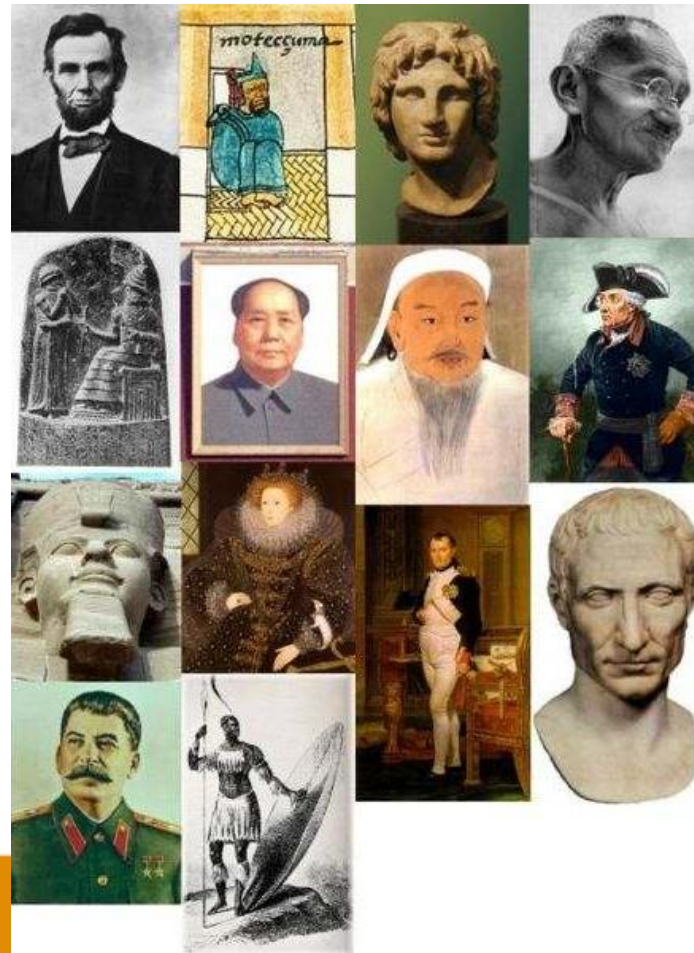
# John Adair's Action Centred Leadership 1960s

TM John Adair





# Different ways that people do it



# Belbin Team Roles

<b>LEADERSHIP</b> Chair Shaper	<b>INNOVATION</b> Strategist Resource Investigator
<b>OPERATION</b> Company Worker Team Worker	<b>DELIVERY</b> Monitor Evaluator Completer Finisher

# 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

## Good King

Order

Precise

Methodical

Practical

Analytical

Authoritative

## Warrior

Quick

Confident

Persuasive

Competitive

Strong willed

Inspiring

## Great Mother

Encouraging

Empathy

Support

Trust

Sharing

Building relationships

## Medicine Woman

Enthusiastic

Creative

Persuasive

Adaptable

Dynamic

Animated

## **GOOD KING**

Building consent around common goals

Presenting context with calm authority

Appropriate communication providing clarity of expectation

## **WARRIOR**

Upholding accountability and boundaries

Delivering difficult message

Motivating a team towards successful outcomes

## **EARTH MOTHER**

Establishing trust in a team environment

Highlighting the power of listening

Developing others and encouraging collaborative effort

## **MEDICINE WOMAN**

Creating space to explore new options

Demonstrating the need for flexibility in approach to issues

Exploring how to create and sell a vision of the future

# Inspirational Leadership – the inner traitor

**Bitter Old Man**

Too much order

**Mercenary Tyrant**

Action only

**Devouring Mother**

Over Nurture

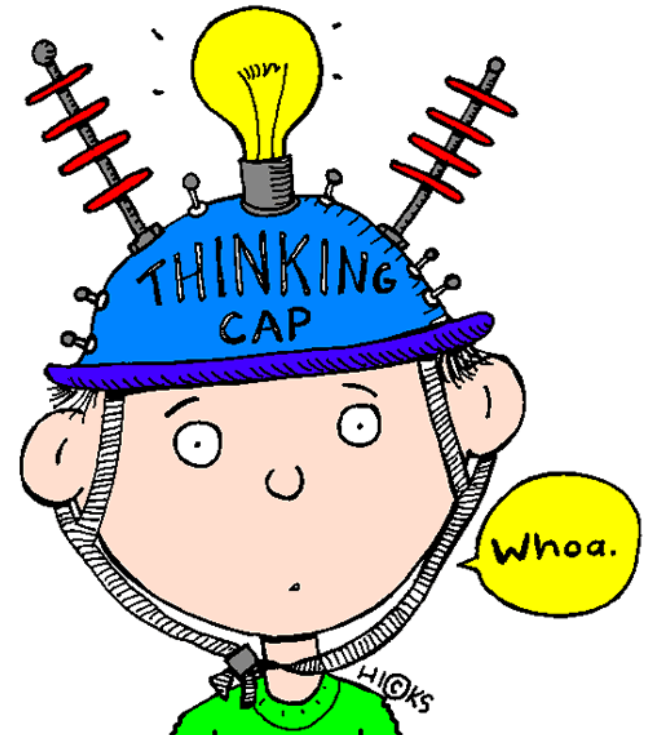
**Mad Woman**

Too much change

# 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

Strengths

Development needs

What has already been done?

Priority areas – up to 3

What will I do tomorrow and next week?

# Reading

- <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