Developing Collective Leadership in Health Care: Progress and Promise

Michael West
The King’s Fund,
Lancaster University Management School
Leading cultures for high quality care

1. Prioritising an inspirational vision and narrative – focused on quality

2. Clear aligned goals and objectives at every level

3. Good people management and employee engagement

4. Continuous learning and quality improvement

5. Team-working, cooperation and integration

6. Via a values-based, collective leadership strategy
Delivering a Collective Leadership Strategy for Health Care

By: Regina Eckert, Michael West, David Altman, Katy Steward, and Bill Pasmore

http://www.kingsfund.org.uk/publications/developing-collective-leadership-health-care
Leadership Typologies

Leadership is a **collective** activity

Leadership **emerges** out of **individual** expertise and heroic action

**people in authority** are responsible for leadership

Collective Leadership

• Leadership the responsibility of all - anyone with expertise taking responsibility when appropriate
• Shared leadership in teams
• Interdependent, collaborative leadership - working together to ensure high quality health and social care
• Leaders and teams prioritising quality of care across the system/organisation
• Shared approach to leadership within the leadership community

http://www.kingsfund.org.uk/publications/developing-collective-leadership-health-care
How will the organisation ensure the creation of leadership capabilities?

A Leadership Strategy

- The challenges the NHS is facing require new strategies
- New strategies imply new leadership capabilities
- These are both individual and collective leadership capabilities
- This requires new and collective leadership cultures

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Developing a collective leadership strategy

**Discovery**
- Collecting intelligence on strategy, vision, mission, future challenges, political context and opportunities
- Needed vs existing capabilities
- Number of leaders, qualities, diversity, medical / clinical

**Design**
- Required leadership capabilities – individual and collective
- Means to acquire, develop and sustain those capabilities

**Development**
- Leadership development - programmes etc
- Organisation development – culture, teams, boundary spanning, collaboration, dialogue
- Shaping leadership culture, organisational culture, embracing change
Developing a leadership strategy

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Bringing the data together: **Synthesis Workshop**

- **Data Gathering**
  - Desk Research
  - Leadership Workforce Analysis
  - Cultural Assessment Tool
  - Culture Discovery Questions
  - Board Questions

- **Data Output**
  - Pre-existing data metrics
  - Key Leadership positions
  - Current/Future Leadership skill
  - Culture profile
  - Qualitative summary report

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Idea that change health care
Culture Assessment Tool (CAT)

1. Lived vision and values
2. Goals and Performance
3. Support and compassion
4. Learning and innovation
5. Team, inter-team, cross-boundary working
6. Collective leadership
WHAT makes the CAT different from other culture surveys, questionnaires and assessments?

- 20 years of development
- Clear theoretical and empirical base
- Published in top peer reviewed journals
- Developed by psychometricians
- Assesses key dimensions research shows predict NHS trust performance
- Specifically designed measures of cultures of compassion
- Established predictive validity and reliability
- Offers detailed analysis of dimensions of team working (The Aston Real Teams measure)
- Specifically designed for healthcare organisations
- Elements have been tested in hundreds of organisations both nationally and internationally
- An assessment tool that measures both culture and leadership culture
- Part of a larger piece of work that seeks to understand culture and leadership
Prioritising an inspirational vision and narrative – focused on quality

Clear aligned goals and objectives at every level

Good people management and employee engagement

Continuous learning and quality improvement

Team-working, cooperation and integration

Via a values-based, collective leadership strategy

• **Vision and Values:** the degree to which practices within the organisation align with the achievement of the values described in the NHS Constitution and the degree to which staff at all levels are aware of the long term vision for and direction of the organisation.

• **Goals and Performance:** the degree to which the organisation provides effective individual performance management.

• **Support and Compassion:** the degree to which staff feel that managers and colleagues provide support and compassion to patients and to colleagues.

• **Learning and Innovation:** the degree to which the organisation’s culture supports the development and implementation of new and improved ways of working.

• **Team Working:** the degree to which effective team and inter-team working is established within the organisation.

• **Collective Leadership:** the degree to which the organisation enables collective leadership across different staff levels and across service areas.
The Report

Organisation Score - overview

The following table shows the mean scores across the organisation for all of the cultural dimensions measured by the Culture Assessment Tool. Put simply, this is the score when we add up all the scores then divide them by the total number of scores from across the organisation.

The confidence level is shown by the range line. This indicates that we can be 95% certain that, irrespective of who completes the questionnaire, the mean would fall within this range.

<table>
<thead>
<tr>
<th>Cultural Dimension</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>Mean score</th>
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<td>Values</td>
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<td>Feedback</td>
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<tr>
<td>Learning and Innovation</td>
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<tr>
<td>Team working</td>
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<td></td>
<td></td>
<td></td>
<td>3.33</td>
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Comparing Localities

The following table shows the comparison of mean scores for all the cultural dimensions by Locality.

<table>
<thead>
<tr>
<th>Locality</th>
<th>Values</th>
<th>Vision</th>
<th>Objectives</th>
<th>Feedback</th>
<th>Support</th>
<th>Compassion</th>
<th>Learning and Innovation</th>
<th>Team working</th>
<th>Collective leadership</th>
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<td>Overall organisation score (2066)</td>
<td>3.72</td>
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<td>3.70</td>
<td>3.28</td>
<td>3.30</td>
<td>3.88</td>
<td>3.32</td>
<td>3.74</td>
<td>3.33</td>
</tr>
<tr>
<td>West Lancashire (103)</td>
<td>3.82</td>
<td>3.09</td>
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<td>3.94</td>
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<tr>
<td>Fylde and Wyre (55)</td>
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<td>3.02</td>
<td>3.76</td>
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<td>3.75</td>
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<td>3.40</td>
<td>3.95</td>
<td>3.32</td>
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<td>East Lancashire (447)</td>
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<td>2.89</td>
<td>3.76</td>
<td>3.36</td>
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<td>3.27</td>
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<td>Blackburn and Darwin (199)</td>
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<td>3.95</td>
<td>3.30</td>
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<td>3.40</td>
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<tr>
<td>Chorley South Ribble (239)</td>
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<td>3.75</td>
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<td>3.36</td>
<td>4.00</td>
<td>3.36</td>
<td>3.81</td>
<td>3.41</td>
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<td>Preston (671)</td>
<td>3.68</td>
<td>3.09</td>
<td>3.68</td>
<td>3.26</td>
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<td>3.81</td>
<td>3.35</td>
<td>3.77</td>
<td>3.35</td>
</tr>
<tr>
<td>North Lancashire (191)</td>
<td>3.62</td>
<td>2.79</td>
<td>3.63</td>
<td>3.19</td>
<td>3.15</td>
<td>3.87</td>
<td>3.25</td>
<td>3.66</td>
<td>3.18</td>
</tr>
</tbody>
</table>
Leadership workforce analysis

• Overarching question: what and how many leaders will we need in the future?

• Process for answering this question:
  – Future mapping (what future are we talking about, what are our key positions and how will they change)
  – Skills mapping (what leadership qualities do we need to meet those key positions)
  – Leadership pipeline (where are our key transitions, how many talented leaders at each, how are we promoting and developing)
  – Succession planning (who are best candidates for succession at each transition point, plans to ensure they are ‘ready now’ including values fit for collective leadership)
Leadership Tasks

**Vision**
- Helping to interpret the meaning of events
- Creating direction and alignment

**Goals & performance**
- Organise and coordinate work efforts
- Ensure necessary resources are available

**Support & Compassion**
- Nurture commitment and optimism
- Promote social justice and morality

**Learning & Innovation**
- Enable collective learning
- Develop and empower people

**Teamwork & collaboration**
- Encourage trust and cooperation
- Create a sense of collective identity

Leadership behaviours analysis

<table>
<thead>
<tr>
<th>Leadership behaviour</th>
</tr>
</thead>
<tbody>
<tr>
<td>Create a sense of collective identity</td>
</tr>
<tr>
<td>Create direction and alignment around strategies and objectives</td>
</tr>
<tr>
<td>Develop and empower people</td>
</tr>
<tr>
<td>Enable collective learning</td>
</tr>
<tr>
<td>Encourage trust and cooperation</td>
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<tr>
<td>Ensure necessary resources are available</td>
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<td>Nurture commitment and optimism</td>
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<tr>
<td>Organise and coordinate work efforts</td>
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<tr>
<td>Promote social justice and morality</td>
</tr>
</tbody>
</table>

1. Which are most important for delivering high quality care in our trust?

2. How strong are our leaders in demonstrating these behaviours?

3. ...Now and Future?
Developing a leadership strategy

**Discovery**
- Collecting intelligence on strategy, vision, mission, future challenges, political context and opportunities
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**Typical Leadership Strategy Design Flow**

**Phase I:**
- **Initial Discovery**
  - Review
    - Mission
    - Vision
    - Strategic Plan
    - Employee Engagement
    - Surveys
    - Org Documents
  - Data Collection
    - Senior Leader Interviews
    - Focus Groups
    - Leadership Strategy Survey
    - Organizational Assessments

**Phase II:**
- **Initial Meeting with Senior Leadership Team**
  - Overview of Leadership Strategy Work
    - Data Collection in Real Time
    - Feedback and Discussion from Initial Discovery Data
    - Current State/Future State Exploration and Discussion
    - Executive Team Learning
    - Facilitated Dialogue
    - Next Steps
  - Application of Leadership Strategy Framework
    - Full Discovery Work (Task Force or Senior Team)
      - Use of tools, assessments, and/or exercises to clarify current state with respect to each of these four elements of leadership strategy framework
      - Identification of required leadership competencies and organizational capabilities to support the business strategy and desired culture, and to inform talent management and organizational design

**Phase III:**
- **Development, Design, and Implementation of Leadership Solutions**
  - Individual Leadership Development
    - Programs
    - Executive Coaching
    - Action Development
    - eLearning
      - Includes 360 and other assessments
  - Facilitated Organizational Development
    - Culture Change
    - Team Effectiveness
    - Boundary Spanning and Collaboration
    - Dialogue

**After Phase II**
Report with summary of full discovery insights/learning and recommendations for leadership solutions that will drive desired business results.
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Thank you