Leading change through people

Communicating the vision and rationale for change and service improvement, and engaging and facilitating others to work collaboratively to achieve real change.

Why it matters Leadership is critical in setting the organisational climate that people experience – whether the context is a hospital, a community setting or network. How prepared people are to expend the extra effort required to implement change is impacted by this climate. Strong and clear leadership is critical in inspiring people to make changes and in getting diverse stakeholders to work effectively together. As health services become more integrated with other agencies it is critical that leaders provide clarity about individual and team roles.

Levels Some quality levels are particularly associated with success at Chief Executive and Director level. These are indicated by brackets [ ]. This does not mean that leaders at other levels will not demonstrate these levels (they may well do) but that these are the levels for which leaders at Board level should be aiming.

0 Abdicates leadership responsibility
- Fails to provide clarity and direction or to lead others to achieve a vision.
- Does not step up to the leadership role.
- Passes the buck when faced with leadership responsibility.

1 Manages the team
- Communicates clear expectations of self and others
- Sets up regular communications with the team (e.g. through team meetings or a newsletter) and makes sure the team is kept informed on what is happening.
- Explains the reasons behind key decisions.
- Is visible as the leader of the team.

[2] Secures the right resources and support
- Secures needed support or development for the benefit of both individuals and the team as a whole.
- Facilitates the effectiveness of a group by obtaining and providing them with the right resource or information.
- Seeks to remove obstacles that could hinder the work and progress of the team

[3] Creates the right team conditions
- Creates the conditions that enable team members to support and challenge each other to enable team to perform at its best.
- Gets input from others with the intent of promoting the effectiveness of the group or process.
- Acts to build team spirit so as to promote team effectiveness.
- Encourages individuals to be innovative in finding new ways to improve the service.

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Delivering the Service

Leading change through people (continued)

[4] **Articulates a compelling vision of change**
- Communicates the vision and brings it alive – describing what the future needs to look like in terms of service improvements and modernisation.
- Gives people a sense that change is achievable and that their contribution matters.
- Explains the rationale for changes and key service priorities.

[5] **Mobilises people’s energy and commitment**
- Gets buy-in and commitment to the vision within the organisation and across the local health context, involving diverse groups.
- Inspires people to contribute to and lead change initiatives.
- Creates momentum and excitement about what needs to be done
- Gives people a sense that change is achievable and that their contribution matters.

[6] **Makes change inclusive and effective**
- Aligns efforts and shares leadership to achieve the vision of integrated service change.
- Removes obstacles to the working of the team in the organisation and in cross-boundary working. Identifies and secures resources as required.
- Encourages others to drive forward change. Enables teams to succeed in making change.

**Links**
The energy for Leading change through people comes from the Drive for improvement, and is focused by the Setting Direction cluster. A leader’s Self belief must underpin it. Political astuteness helps the leader decide how much change to make, and how fast. Holding to account supports Leading change through people in making sure that assigned accountabilities happen, while Empowering others helps the leader create space for others to grow and take responsibility. Critical links are with Self awareness, which gives the leader insight into their own strengths and with Effective and strategic influencing enabling use of a range of styles to bring
Delivering the Service

**Holding to account**

The strength of resolve to hold others to account for agreed targets and to be held accountable for delivering a high level of service.

**Why it matters** This is key in ensuring quality and consistency of care, and in ensuring that people inside and outside the organisation do what they have contracted to do. Leaders are accountable for clinical and corporate standards of governance – they have a key role in setting the climate for high standards and for holding others accountable for the performance of the organisation and services, as well as being held accountable themselves.

**Levels**

<table>
<thead>
<tr>
<th>Level</th>
<th>Description</th>
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</thead>
<tbody>
<tr>
<td>0</td>
<td>Lets poor performance drift</td>
</tr>
<tr>
<td></td>
<td>- Fails to identify and address performance issues.</td>
</tr>
<tr>
<td></td>
<td>- Challenges people about their performance inappropriately and/or inconsistently.</td>
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<tr>
<td></td>
<td>- Places blame and provides no support for failure.</td>
</tr>
<tr>
<td>1</td>
<td>Assigns clear accountability</td>
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<tr>
<td></td>
<td>- Provides others with clarity of purpose and direction, developing individual and team performance targets and deliverables.</td>
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<tr>
<td></td>
<td>- Ensures clear service level agreements and controls assurance processes are developed, e.g. for clinical/corporate governance and for the co-ordination of services.</td>
</tr>
<tr>
<td>2</td>
<td>Sets boundaries for accountability</td>
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<tr>
<td></td>
<td>- Sets the parameters for how others are to act.</td>
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<td></td>
<td>- Ensures that appropriate processes are in place to support individuals in achieving the required standards.</td>
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<tr>
<td></td>
<td>- Supports staff in learning from their mistakes or failures.</td>
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<tr>
<td></td>
<td>- Is prepared to be held openly to account for own agreed goals.</td>
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<tr>
<td>3</td>
<td>Promotes a high performance culture</td>
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<tr>
<td></td>
<td>- Challenges and confronts conflict, especially where this is impacting on service delivery and standards, and contributes to brokering agreement.</td>
</tr>
<tr>
<td></td>
<td>- Intervenes swiftly and consistently when performance is slipping, using the appropriate processes.</td>
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<tr>
<td></td>
<td>- Holds others directly accountable for delivering what has been agreed, both within and outside the organisation.</td>
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</tbody>
</table>

**Links**

To hold others to account, the strong leader must have **Self belief** – the inner sense that the actions they are taking are focused on achieving the best outcomes for service improvement. This also gives them the confidence and strength to be held to account for what they have promised to deliver. **Self management** gives them the resilience to manage both their own actions and emotions, and those of others. In Leading change through people, the most effective leader is the one who is able and prepared to hold others to account for delivering the change.
Empowering others

Striving to facilitate others’ contributions and to share leadership, nurturing capability and long-term development of others.

**Why it matters** To bring about real and lasting health gain, people across the organisation and the wider health community need to take on the responsibility for changing and improving health services. Providing encouragement and space for them to do so accelerates the growth of communities and of organisations where decision-making is close to the action. This in turn minimises bureaucracy and enables a greater focus on the interests of patients and users. This is also about the sharing of power in the direct relationship with patients.

**Levels**

<table>
<thead>
<tr>
<th>Level</th>
<th>Dominates</th>
<th>Encourages and supports</th>
<th>Stands back</th>
<th>Fosters independence</th>
</tr>
</thead>
<tbody>
<tr>
<td>0</td>
<td>Takes over and dominates proceedings.</td>
<td>Gives explicit encouragement and makes self available for support, especially when others have experienced a setback; listens empathetically.</td>
<td>Deliberately lets others take the lead and the credit by stepping to one side, to grow their capability and confidence.</td>
<td>Coaches others, challenging and asking questions to help them work out the answers for themselves.</td>
</tr>
<tr>
<td>1</td>
<td>Does not make space for others to contribute or grow.</td>
<td>Provides opportunity for others to learn from mistakes in a non-critical way.</td>
<td>Allows freedom with accountability.</td>
<td>Provides space for others to be creative and to take risks so that they can develop their own capabilities and approaches.</td>
</tr>
<tr>
<td>2</td>
<td></td>
<td>Makes time to offer experience and expertise to others.</td>
<td>Uses stakeholders and patients in shaping services and influencing decisions about services.</td>
<td>Shares power within the organisation, and across networks; and, develops constructive relationships with patients and stakeholders which are focused on their true involvement in, and consultation on, service decision-making.</td>
</tr>
<tr>
<td>3</td>
<td></td>
<td>Seeks dialogue with stakeholders and patients as a means of learning.</td>
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</table>
Empowering others (continued)

4 Develops People
- Actively seeks out opportunities for the development of others.
- Aligns individual development needs with business and organisational needs.

Links
To be able to empower others, a leader needs a high level of Self awareness – knowing when to involve others or to give others the space to take the lead. Empowering others is strongly linked with Collaborative working which is all about finding new and more inclusive ways of developing and integrating services across the health and social care context. It is also driven by a leader’s motivation to make a real difference to health services, their Drive for improvement, since they cannot do this alone.
Effective and strategic influencing

Being able and prepared to adopt a number of ways to gain support and influence diverse parties, with the aim of securing health improvements.

Why it matters Health improvements can only be brought about by people in different organisations and agencies and working collaboratively. Leaders of NHS organisations need to be adept at sophisticated influencing to build support across the wider health and social care context for action to transform health care.

Influencing needs to be subtle in order to empower others, and to create ownership of the change agenda. Influencing matters internally in the organisation to bring different groups together to embrace radically different ways of working.

Levels Some quality levels are particularly associated with success at Chief Executive and Director level. These are indicated by brackets [ ]. This does not mean that leaders at other levels will not demonstrate these levels (they may well do) but that these are the levels for which leaders at Board level should be aiming.

0 Over-relies on own impact
- Does not use subtle or informal influencing, failing to understand the networks and coalitions across the health context.
- Relies too much on the force of their own impact, seeing only their side of the ‘argument’.

1 Uses direct logical persuasion
- Points out the costs and benefits associated with a particular course of action.
- Persuades others by presenting a clear and well reasoned case.
- Relies on facts and figures to convince others of a certain course of action.

[2] Calculates an impact
- Deliberately plans an approach, or steps in an ‘argument’, that will be successful with a particular audience or interest group.
- May include taking a dramatic, or unexpected, action to persuade others round to a particular point of view.

[3] Influences both directly and indirectly
- Uses subtle influencing tactics, such as lobbying before a meeting, which fit with the particular situation.
- Understands the need to use informal persuasion and provision of information, to influence others over whom they have no formal authority.
- Takes the time to build critical mass or support for a position, with the end aim of getting results by working in partnership.

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Effective and strategic influencing (continued)

[4] **Uses complex influencing strategies**
- Uses complex and multi-layered influencing strategies such as understanding others motivations and goals to bring about sustainable change.
- Builds and uses extended networks of influence, understanding that organisations are changing role and shape.
- Strives to ensure that local people, staff and other agencies are involved in shaping the health improvement agenda.

**Links**
Effective and strategic influencing runs through the whole leadership framework; NHS leaders need high levels of this quality to work effectively in the changing and complex health context. It is underpinned by Political astuteness, which gives the political context, and Self awareness - a knowledge of the impact you have on others. Personal integrity and a leader’s commitment to health service values must also temper it.
Collaborative working

Being committed to working and engaging constructively with internal and external stakeholders.

Why it matters
Collaborative working is critical in delivering measurable and radical health improvements in a complex and changing health and social care environment. Effective partnership promotes the sharing of information and appropriate prioritisation of limited resources. It also supports ‘joined up’ provision of integrated care. The quality of dialogue in collaborative working is critical so that problems can be identified and common solutions agreed. Partners or ‘stakeholders’ include patients, carers, health service staff and people working in other statutory or voluntary agencies.

Levels

0 Goes it alone
- Fails to involve others in bringing about integrated healthcare.
- Does not share information with other stakeholders

1 Appreciates others’ views
- Expresses positive expectations of internal and external stakeholders.
- Acknowledges and respects others’ diverse perspectives.

2 Works for shared understanding
- Shares information with partners when appropriate.
- Summarises progress, taking account of differing viewpoints, so as to clarify understanding and to establish common ground.
- Surfaces conflict and supports resolution of this conflict.

3 Forges partnerships for the long term
- Works with other stakeholders where conflict impedes progress to create the conditions for successful partnership working in the longer term.
- Is informed on the current priorities of partners, and responds appropriately to changes in their status or circumstances.
- Ensures that the strategy for health improvement is developed in a cohesive and ‘joined up’ manner.

Links
It is imperative that leaders in the health service work collaboratively in order to be effective - and such partnerships must exist with their own staff, with patients and their carers, as well as with other statutory and voluntary agencies. It is a key means of Delivering the Service in a joined up and integrated way, thereby ensuring the best possible health provision within the realities of limited resource.