

Leadership Forum

Midland Region
Rotorua
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Introduction



"You've come to my attention, Milroy. This is very disturbing."

Leadership

They don't make plans; they don't solve problems; they don't even organise people.

What leaders really do is prepare organisations for change and help them cope as they struggle through it

John Kotter

(Health) Leadership

- Leadership is a set of competencies which anyone can display
- Leadership is about relationships with people so many competencies involve emotional intelligence
- Overarching sense of purpose with sufficient self knowledge
- Can be made not just born
- The effect of “optimism”
- The importance of “values”

Leadership Competencies

PERSONAL LEADERSHIP QUALITIES

Demonstrates Personal Insight

Models Organisation Values

Values Diversity



WORKING WITH PEOPLE TO ACHIEVE RESULTS

Creates a Shared Vision

Makes Decisions

Inspires Commitment

Gets Things Done

FOCUS ON IMPROVEMENT

Finds Better Ways

Develops Self & Others

In The Future...

- Aging effect
- Increase in chronic and lifestyle diseases
- Widening of health inequities
- Growing gap between available and affordable
- Globalisation
- Increase in consumer expectations
- Impact of biotechnology
- Explosion in information technology

Challenges of Leadership

- Thinking, understanding and insight
- Focus and setting priorities for action
- Aligning and motivating people
- Acting and achieving results

Thinking and Understanding

- *The problems that exist in the world today cannot be solved by the level of thinking that created them*

(Albert Einstein)

Thinking and Understanding

- Voodoo Leadership - Hard Facts, Dangerous Half Truths and Total Nonsense (Pfeffer & Sutton)
 - Casual benchmarking,
 - Doing what seems to have worked before,
 - Clinging to unexamined management ideologies
- The ability to decide what information to heed, what to ignore, and how to organise and communicate that which we judge to be important is a critical leadership skill (The Five Minds of the Future, H Gardner)
- The use of intuition, experience and judgement to develop insight

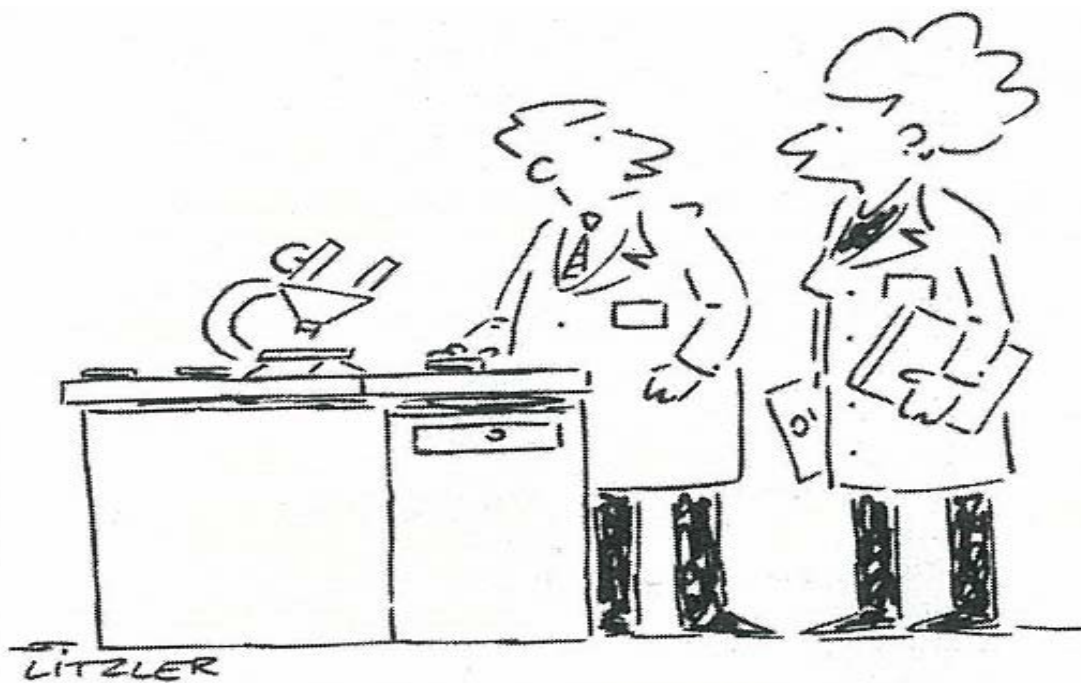
Insight and Innovation

- Change is constant
- Often we invest too much energy in what is rather than could be
- Elements of leadership innovation (Hamel)
 - Commitment to a big problem
 - New principles to illuminate the way forward
 - Deconstruct management orthodoxy
 - Analogies from elsewhere that redefine what is possible
- Formal leadership is often the editor not the author
- Okay to take risks and experience failure sometimes
- Resilience occurs when one can continuously renew an organisation without having to go into crisis

Challenge - Workforce

- Enough workers
- Kinds of skills and competencies needed for the future
- Transitions
- Working and learning together
- Workforce performance measures
- Case in point;
 - The medical admission and the post acute ward round

Focus and Prioritise



*“Now here’s an advanced organism.
You’ll note the nucleus and
cytoplasm development, along
with what appears to be the first
draft of a strategic plan.”*

Focus and Prioritise

- Setting a direction is about vision and strategy . Planning is an entirely different but complementary activity but often exceedingly costly in terms of opportunity costs.
- What is crucial is how well these serve the interests of the major constituents
- Organisations and people can seldom effectively focus on more than 3-5 major priorities

Challenge – Systems Improvement in Healthcare

- Institute for Health Improvement
 - System level goals at the highest level
 - Align measures, strategy and projects to goals
 - Get leadership attention on the goals
 - Get the right team on the bus
 - Make the CFO the quality champion
 - Engage doctors
 - Build improvement capability

Challenge – Strategy and Action

- NZ Health System
 - Too many strategies
 - Too many actions required
 - Too much process
 - Too much compliance rather than quality which would really make a difference to clients or patients
 - Focus should be much more on implementation at the coal face rather than on more policy or plans

Align and Motivate



"Okay then, it's agreed. I'll have my people beat your people over the head with a big club."

Align and Motivate

- A challenge of communication and relationships
- Getting people to comprehend an alternative future
- Getting people to believe the new message depends a lot on credibility which in turn relies on trust, track record and consistency between words and deeds
- Motivation and inspiration energise people not by pushing them in the right direction but by satisfying basic human needs such as recognition, self esteem and belonging
- Concentrate resources on the key influencers and the payoff is likely to be greatest

Challenge - Doing the Right Thing

- Dealing with trade-offs between \$ versus quality and access (dictum – the public will forgive you for overspending but they won't forgive you for killing them unnecessarily)
- The joylessness of saying no when you know that care or service would deliver a significant benefit
- Culture of safety
 - Mostly no blame
 - Open disclosure to patients and clients
 - Resolution is more important than being right or inhumane

Challenge – The Obesity Epidemic

- **Community – ownership of the issue**
- Public policy
 - Media, Politics
- Creating supportive environments
 - Schools – policy, tuck-shops, vending machines, homes
 - food industry (composition, production and marketing)
 - Legislation, taxes
- Strengthening community action
 - Community meetings, support groups, action zones, info.
- Personal skills – knowledge of good nutrition
- Reorient health services
 - Primary care education and advice

Acting and Delivering



"Hold all calls until I retire!"

Acting and Delivering

- What should effective leaders do?
 - Get results!
- Effective leadership (climate and results) appears to use a collection of leadership styles in the right measure at the right time
 - Democratic (What do we think collectively?)
 - Coaching (What do you think?, Could this be tried?)
 - Pacesetting (Do as I do now)
 - Authorative (Come with me, visionary)
 - Coercive (Do what I tell you)
 - Affiliative (People come first)

Challenge - Delivering Excellent Service

- Health services are too introspective
- Significant improvement requires that:
 - Work is designed as a series of whole tasks with ongoing experiments that reveal problems and reduce ambiguity
 - Problems are addressed immediately through rapid experimentation and learning not just work arounds
 - Solutions are disseminated adaptively through collaboration
 - People at all levels of the organisation are taught to experiment and innovate

Leadership

- The day soldiers stop bringing you their problems is the day you have stopped leading them. They have either lost confidence you can help them or they have decided you don't care. Either is a failure of leadership.
- You don't know what you can get away with until you try
- Keep looking below the surface, don't shrink from doing so just because you might not like what you find
- Endeavours succeed or fail because of the people involved. Only by attracting the best people will you accomplish great deeds.
- Perpetual optimism is a force multiplier