

Leadership in the New Environment

Graham Dyer
COO BOPDHB

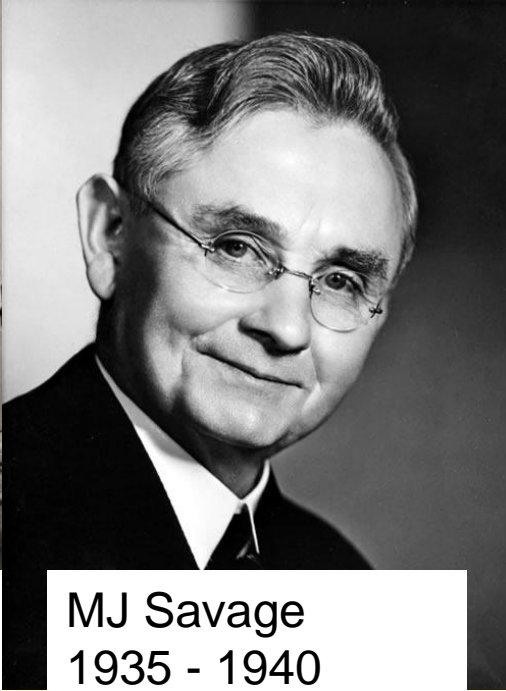
Outline

- International Relations
- Internal Relations
- Organisational Culture
- BOPDHB Experiences
- Reflections

International Relationships



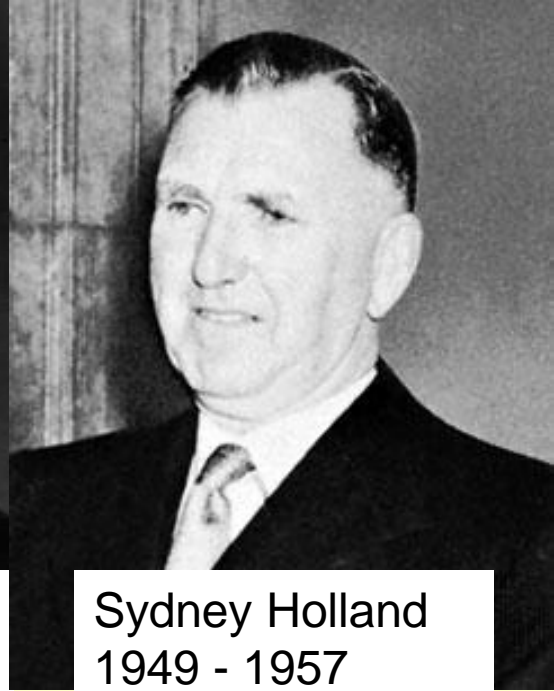
William Massey
1912 - 1925



MJ Savage
1935 - 1940



Peter Fraser
1940 - 1949



Sydney Holland
1949 - 1957



Rob Muldoon
1975 - 1984



David Lange
1984 - 1989



Jim Bolger
1990 - 1996



Helen Clarke
1999 - 2008

Leadership in International Relations

- **Realism –**

Depicts International Relations as a struggle for power among self interested states, and is generally pessimistic about the prospects of eliminating conflict

- **Idealism / Liberalism –**

Economic interdependence would discourage states from using force against each other because warfare would threaten each sides prosperity

Steven Walt, 1998

New Zealand's History

Impact of Great Depression

Formation of League of Nations

First Labour Govt

Welfare State developments in pensions, health, unemployment

UN Development

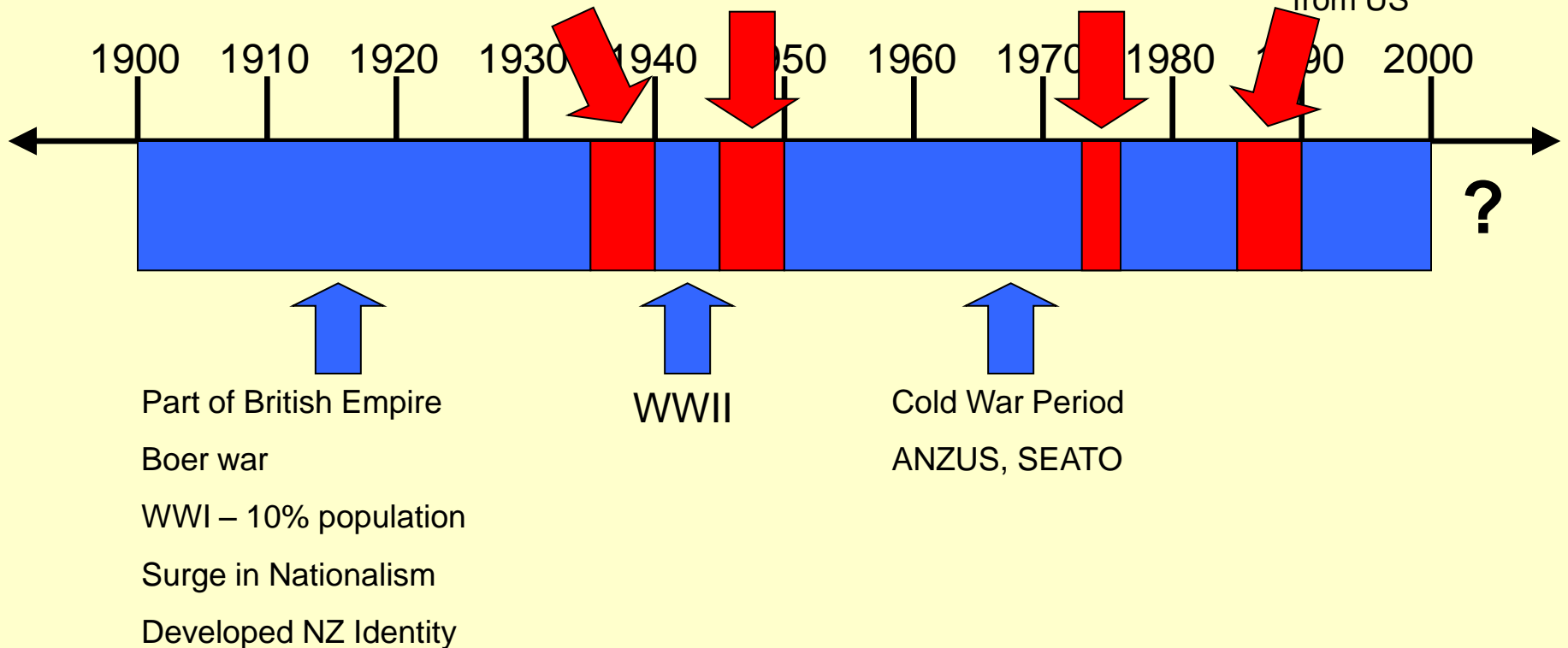
Withdraw Vietnam

Nuclear testing protests

Lange Period

USS Buchannon

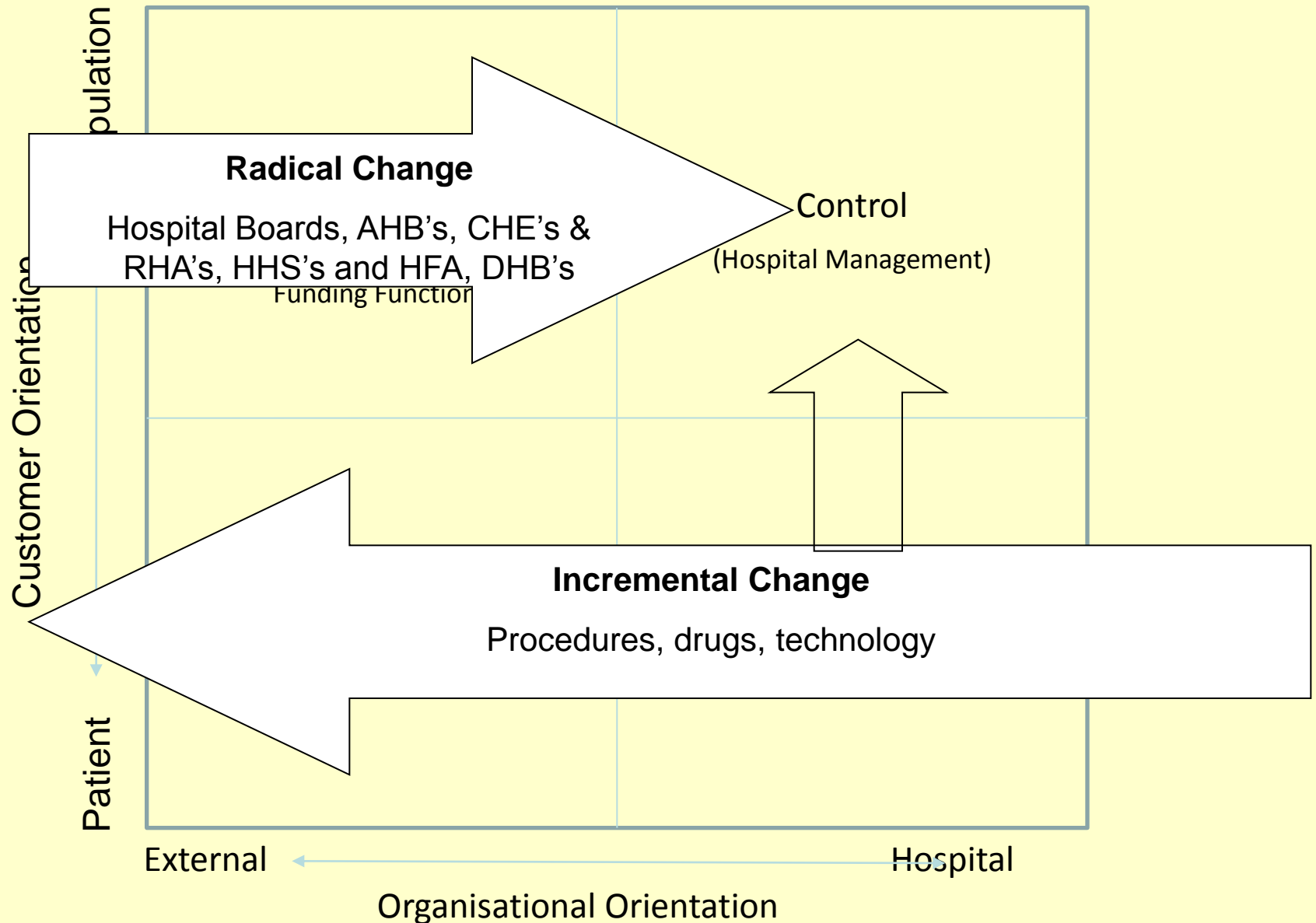
Greater isolation from US



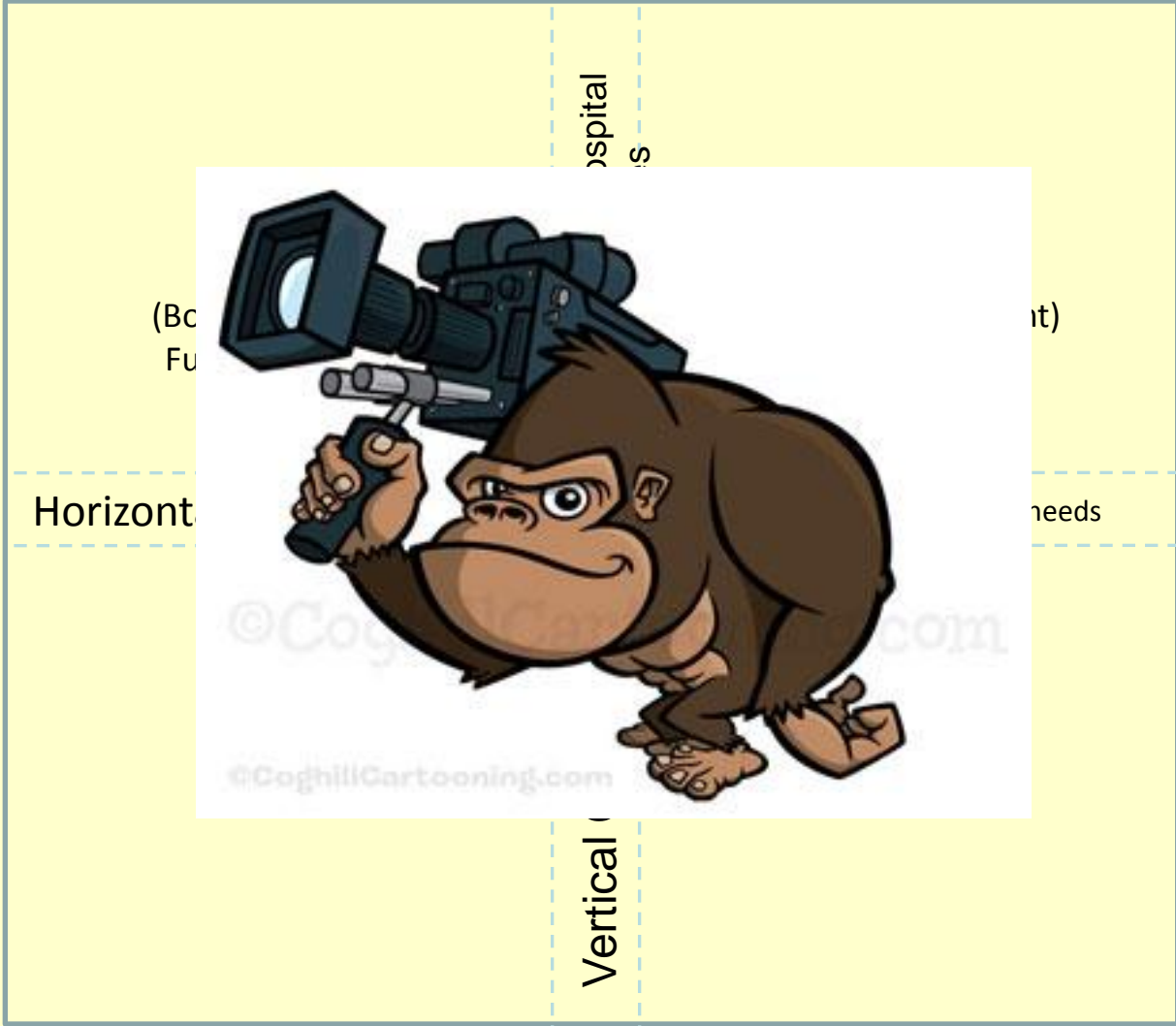
Internal Relationships



External Drivers of Change



Containment Coalition



Status Coalition

Horizontal

(Bc
Fu

Vertical

Clinical Coalition

it)

needs

Insider Coalition



Organisational Culture

What is Organisational Culture?

- Organisational, Religious, Ethnic, Professional, and Country Centric Culture are all patterns of thinking, feeling, and reacting that are shared by a specific group and displayed through their behaviour (Collins Dictionary)
- Culture is the collective programming of the human mind that distinguishes one group of people from another (Hofstede, 1981)
- Culture is 'how things are done around here' (Drennan, 1992)

Leadership Style

Sustainability

Speed and specificity

Educative

High

Low

Co-operative

Stories

Symbols

Rituals

Participative

Cultural Web

Organisational Structure

Control Systems

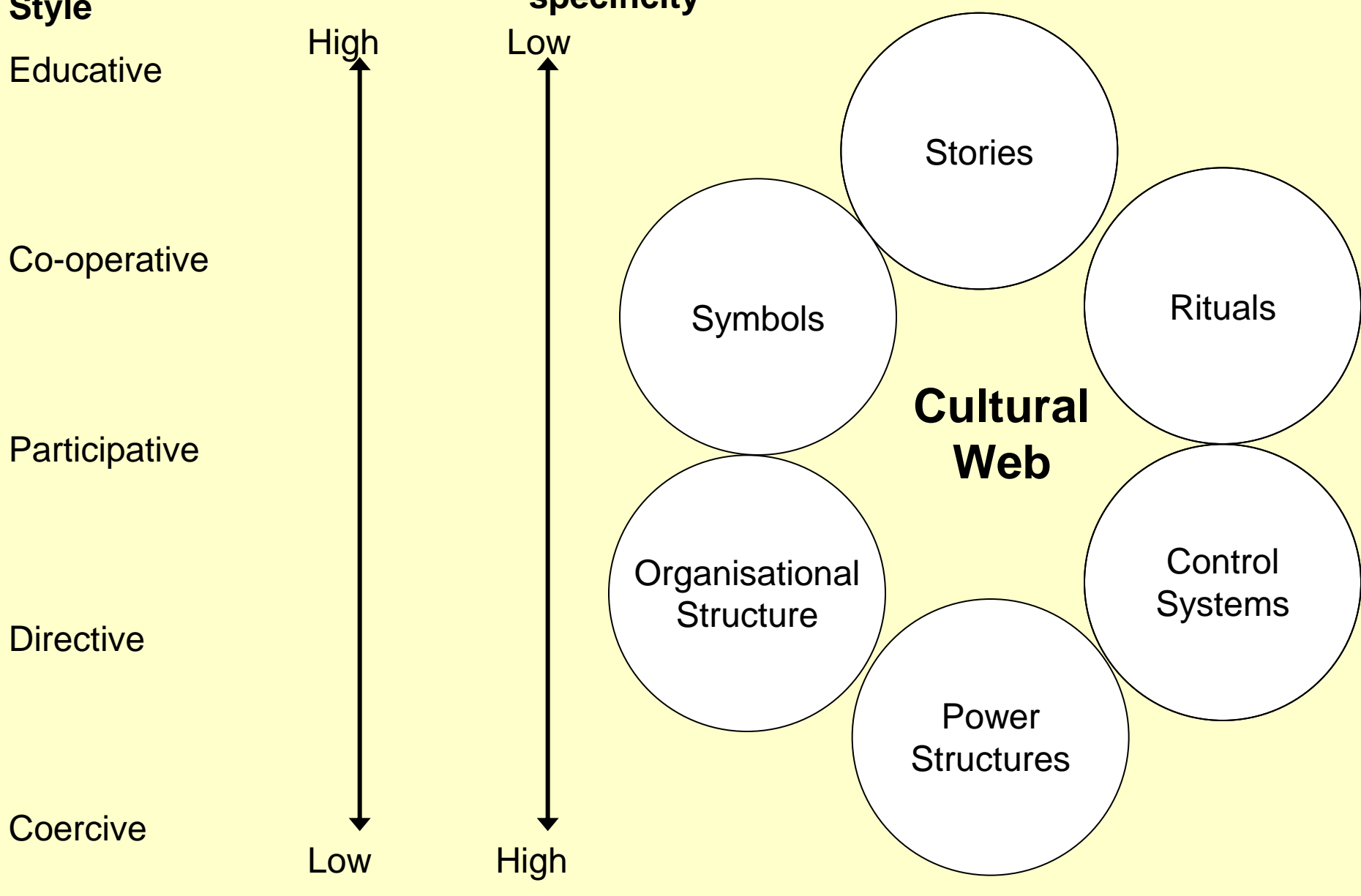
Directive

Power Structures

Coercive

Low

High



Example – Singapore Way

SUBSCRIBERS TO BOLT SYSTEMS WITH RECESSION OPPORTUNITIES

The Singapore way!

A fire alarm rang at 4 PM when almost all shift employees are in office (approx 5000). As usual entire office was evacuated within 3 mins & every employee gathered outside office. 10 mins passed5 more mins passed passed5 more mins passed.

Then a Security Officer started an announcement: "Dear Employees - With melting heart I am making this announcement that for many of you it will be a last evacuation drill. Due to the recession we are laying off almost 50% of employees. While moving in if your ID card does not work, then you are among those laid off & all your belongings will be couriered to you tomorrow. We have followed this approach as we didn't want to fill email box with layoff mails and good bye mails in thousands & also to avoid any fight inside office. Hope you have nice career ahead. Please move in & try your luck".

BOPDHB Experiences

Refocus 2006

- Change Imperative – external
- Changes:
 - Movement from geographic site to service based model
 - Introduced shared clinical leadership

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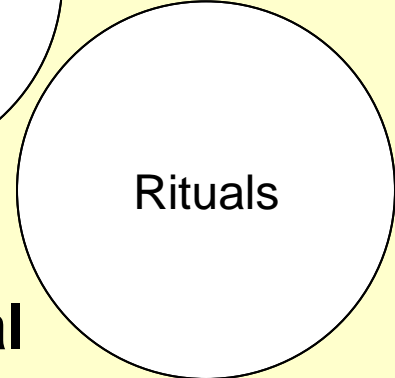
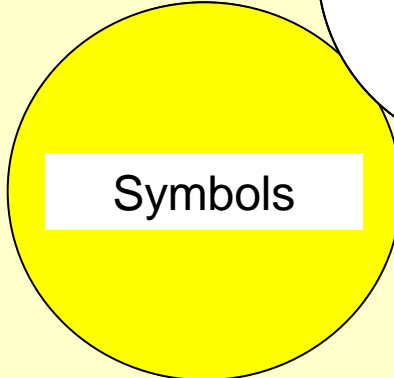
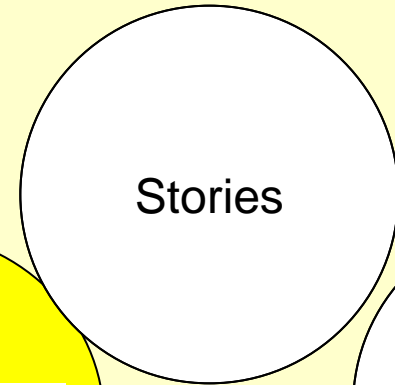
Participative

Directive

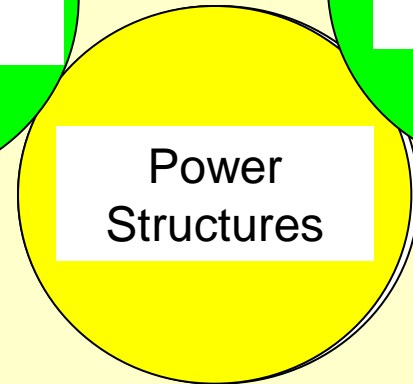
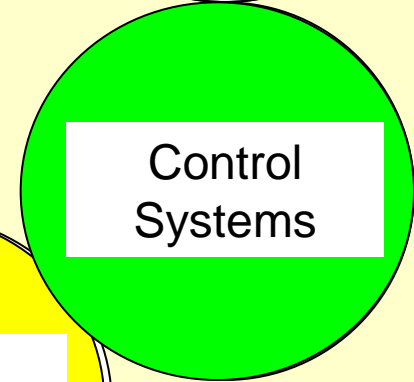
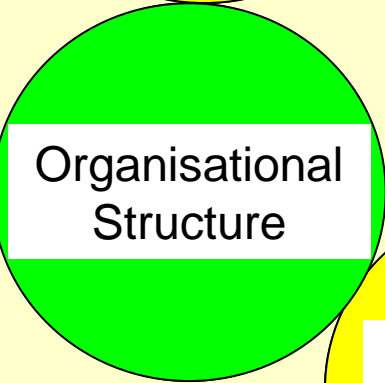
Coercive

Low

High



Cultural Web



Lessons Learned

- Changing the physical structure is the easy part
- If you target changing attitudes and the levers are structural, progress will be glacial
- If leading change – be aware that there may be more than one phase

NZNO MECA

- Collective agreement across all DHB's
- Constructive Engagement Clause
- 1% saving to be achieved
- Through joint projects to find better work practices

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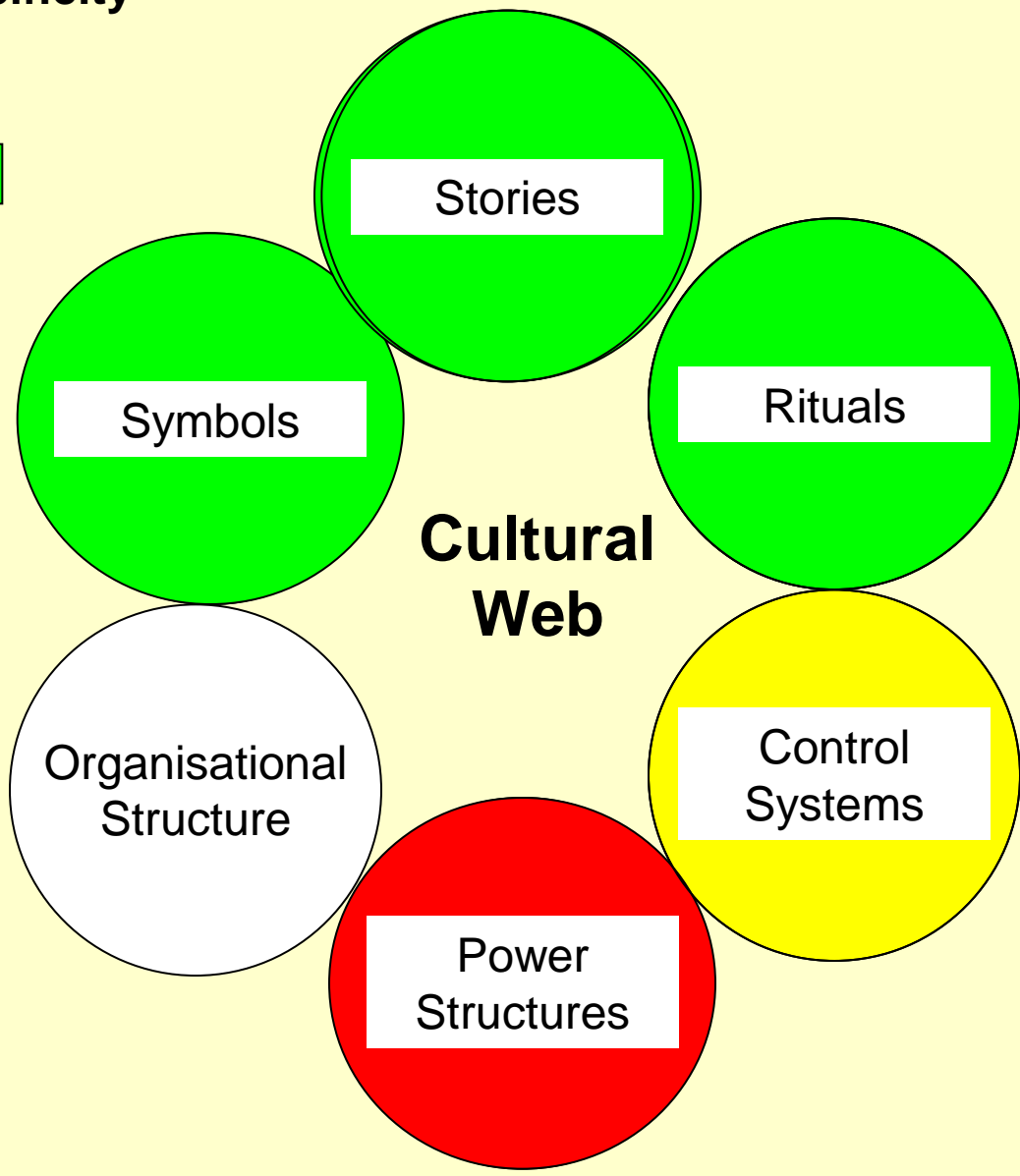
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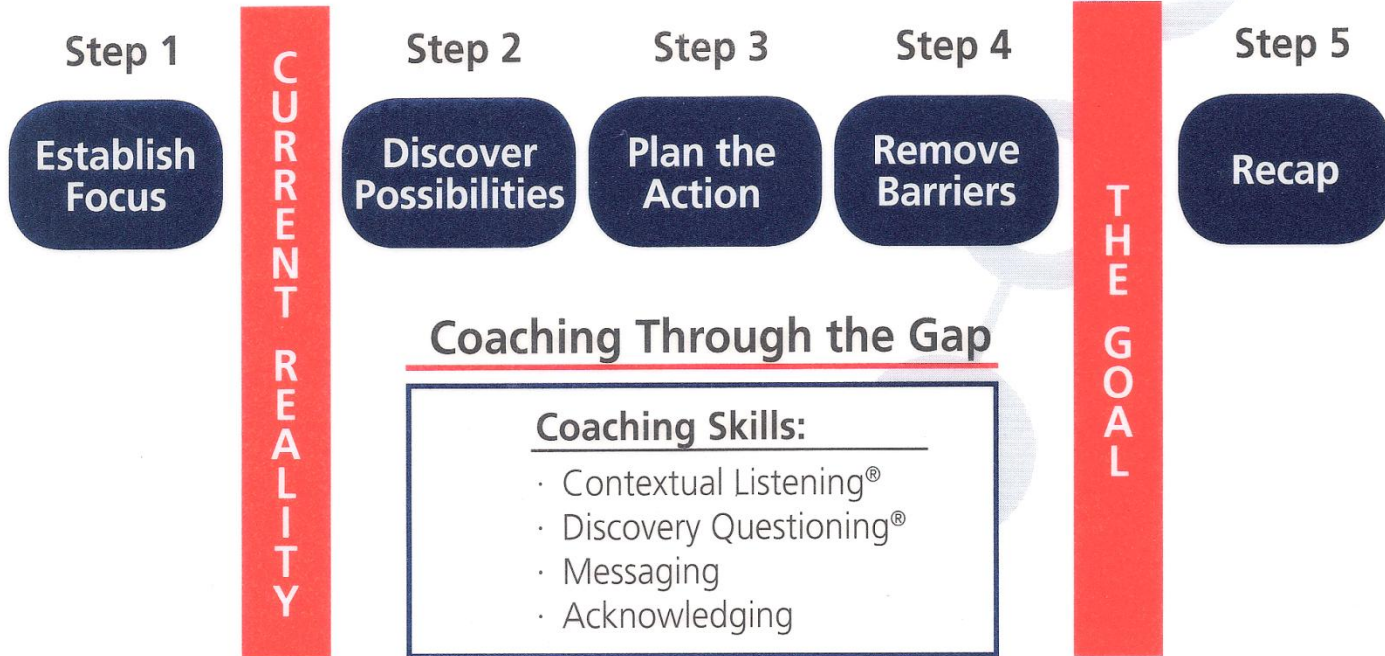
Low

High



Coach-U Training

COACHING CONVERSATION MODEL

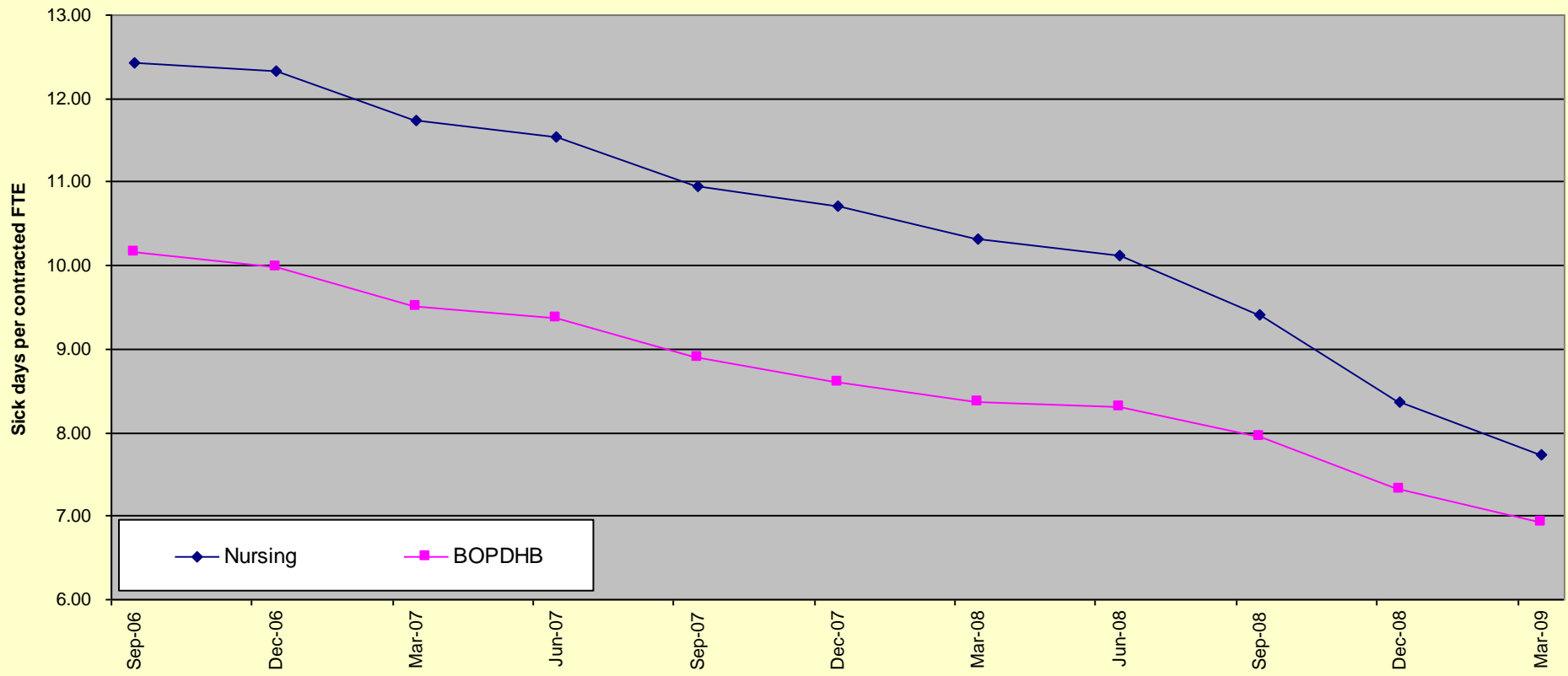


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Impact on Absenteeism

Nursing - Sick Leave Usage Sep 06 to Mar 09



Other Projects

- Productive Ward
- Optimising Patient Journey
- Payroll
- Purchasing

Reflection

- Take Time to Reflect
- Clarify what You want to achieve
- Understand the Context (timeframes, issues and complexities)
- Plan
- Adopt the appropriate 'Leadership Style' for what you want to achieve
- Be Consistent

Questions?