

Leadership Masterclass

Patient Flow Team

10th December 2020

Facilitated by Mary Mulcahy, NE Person Centred Care



Nursing
@
Prince of Wales
Hospital



Leadership Styles
Strengths Building
Critical Conversations

WAYS of Working

Safe



Stretched



Stimulated



Valued





My Leadership Portfolio

- Write your own Leadership Bio – just a few lines
- What is your Leadership Vision
- What are your Leadership Values
- Capture your Leadership Strengths – VIA Classification of Strengths
- Commit to receiving Clinical Supervision - Coaching / Mentoring / Critical Companion / Reflective Group
- Keep a Reflective Journal



My leadership Journey starts with Me





Leadership is Changing

Hierarchical	-	Compassionate
Bureaucratic	-	Empowering
Limited Information	-	Transparency
Charisma & Style	-	Authentic & Open
Self Interest	-	Collective
		Transformational
		Person Centred
		Appreciative
		Strengths based

Direction, Alignment & Commitment – Collective & Distributive Leadership

The task for leaders at every level is to ensure direction, alignment and commitment within teams and organisations. Direction ensures agreement with and pride in what the organisation is trying to achieve; alignment means effective co-ordination and integration of the work; and commitment means everyone in the organisation makes it a personal priority to ensure the success of the organisation as a whole, rather than focusing only on their individual or immediate team's success in isolation.

Ideas that change Healthcare – The Kings Fund

Appreciative Leadership



- Relational - leadership is underpinned by a new sort of humility that recognises that leadership isn't about having all the answers; it's about creating ways for new answers to emerge.
- Being bold, taking risks and creating opportunities for innovation
- Getting out of the way and letting things happen
- Celebrating everyday miracles
- Searching for what works
- Inclusion – real and meaningful inclusion and co-creation
- Recognising the importance of shared purpose
- Belief in the value of everyone's voice and experience

Leadership Behaviours

1. Ensure that everyone is heard
2. Make it safe to propose novel ideas
3. Give team members decision making authority
4. Share credit for success
5. Provide clear, actionable feedback
6. Implement feedback from the team
7. Maintain regular contact with team members

Compassionate Leadership



Characteristics of a Compassionate Leader (10 most important) NHS Leadership Academy alumni

1. Emotional Intelligence
2. Integrity
3. Listening
4. Trust
5. Authentic
6. Openness
7. Caring
8. Reflective
9. Commitment
10. Genuineness
11. Empathy
12. Resilient

Strengths based Leadership



WHY PRACTICE SELF-COMPASSION?

Research shows that people who are more self-compassionate are...

HAPPIER

Practising self-compassion leads to more happiness, optimism, gratitude and better relationships with others.



MORE RESILIENT

Self-compassionate people bounce back more easily from set-backs are more likely to learn from their mistakes



LESS STRESSED

Self-compassion is a powerful antidote to the self-criticism and perfectionistic thinking that can lead to stress, anxiety and depression.



Mindful Leadership to enable Caring Conversations to occur

- Knowing Self – Emotional Check In
- Empathy for Others – Perspective Taking - check out Brene Brown's youtube clip on Empathy (animation)
- Caring Conversations – Having a Go



CARING CONVERSATIONS

Using the 7 C's by Dewar (2011)

- Be Courageous
- Celebrate
- Connect Emotionally
- Be Curious
- Consider Other Perspectives
- Collaborate
- Compromise



CARING CONVERSATIONS

BE COURAGEOUS - What matters? What would happen if we gave this a go? What is the worst that could happen if you did this?

CONNECT EMOTIONALLY - How did this make you feel? I feel... This makes a difference to my day because...

BE CURIOUS - What strikes you about this? Help me to understand what is happening here? What persuaded you to act in this way? What helped this to happen? What stopped you acting in the way you would have wanted to?

CONSIDER OTHER PERSPECTIVES - Help me to understand where you are coming from? What do others think? What do you expect to happen? What is real and possible?

COLLABORATE - How can we work together to make this happen? What do you need to help you to make this happen? How would you like to be involved? How would you like me to be involved? What would the desired goal/ success look like for you?

COMPROMISE - What is important to you? What would you like to happen? How can we work together to make this happen? What do you feel you can do to help us to go ahead? What would you like me to do?

CELEBRATE - What worked well here? Why did it work well? How can we help this to happen more of the time? If we had everything we needed what would be the ideal way to do this? What are our strengths in being able to achieve this? What is already happening that we can draw on? I like when you...

Critical Conversations – Giving & Receiving Feedback

Leadership
Toolkit

Leading
across
London



NHS

Preparing to give feedback (**AIID**)

Leadership Dimensions

Holding to account

Engaging the team



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Thank
You

