

# CEO Perspective of Consultant Interviews

1. General reflections and overview
2. Leadership frameworks 3 lenses
3. Summary and conclusions
4. Questions and conversation





# 3 lenses.....

1. Leadership Framework (The cake)
2. Engagement (The Icing)
3. Shifting the Paradigm(The Cherry)



# NHS Medical Leadership Framework



# Engagement

- **Strategic Narrative**
  - Visible, empowering leadership providing a strong strategic narrative about the service, where it's come from and where it's going.
  - Advocating, contributing to debate about the future of the service
- **Engaging as Clinical Leaders**
  - Engaging consultants focus their people, treat their people as individuals and coach and stretch their people.
- **Employee and Service Users Voice**
  - Valuing all voices throughout the service, for reinforcing and challenging views,
  - Differing opinions are seen not as the problem, rather as central to the solution,
  - colleagues and patients are involved, listened to, and invited to contribute their experience, expertise and ideas.
- **Organisational Integrity**
  - The values on the wall are reflected in day to day behaviours. There is no 'say – do' gap. Promises made and promises kept, or an explanation given as to why not.



# Shifting the Paradigm

- Ideas and excitement about the future
- Horizon scanning – interests in:
  - Data science
  - Application of new technologies – protocol-isation of care?
  - Understanding of how work will change and what that means to medical leaders
  - R&D and commercial partnerships



# Summary

- CEO will be interested in your leadership approach – this can come in many forms
- CEO will not have much data to assess this – think about building your evidence base and raising your profile
- Use a framework to assess yourself and form your articulation of your leadership approach
- Set yourself apart from the competition by showing development and set your ambition to shift the paradigm



- Thanks for listening .....any questions?

