

WHAT

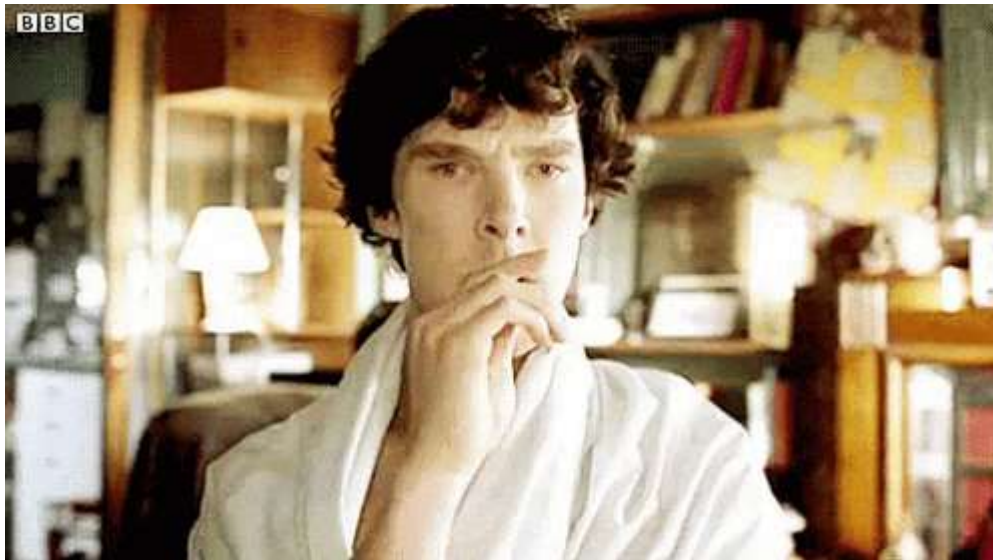
WHY

HOW

Leadership

Ross Runciman

The WHAT



How is leadership different to management?



Leadership vs Management

“management processes that are concerned with planning, budgeting, organising, staffing, controlling and problem-solving and ...

leadership processes that involve establishing direction, aligning people, motivating and inspiring” (Kotter 1996).

Yeah, so what *is* leadership exactly?

Kings Fund

- “art of motivating a group of people to achieve a common goal”
- “demands a mix of analytic and personal skills in order to set out a clear vision of the future and defining a strategy to get there”
- “requires communicating that to others and ensuring that the skills are assembled to achieve it”
- “involves handling and balancing the conflicts of interests that will inevitably arise, both within the organisation and outside it”

[The future of leadership and management in the NHS: No More Heroes, June 2011 \(kingsfund.org.uk\)](http://kingsfund.org.uk)

GMC's Generic Professional Capabilities (A)

Domain 5: Capabilities in leadership and team working Doctors in training must demonstrate that they can lead and work effectively in teams by:

- demonstrating an understanding of why leadership and team working is important in their role as a clinician
- showing awareness of their leadership responsibilities as a clinician and why effective clinical leadership is central to safe and effective care
- demonstrating an understanding of a range of leadership principles, approaches and techniques and applying them in practice
- demonstrating appropriate leadership behaviour and an ability to adapt their leadership behaviour to improve engagement and outcomes
- appreciating their leadership style and its impact on others and actively participating and contributing to the work and success of a team (appropriate followership)
- thinking critically about decision making, reflecting on decision-making processes and explaining those decisions to others in an honest and transparent way

GMC's Generic Professional Capabilities (B)

Domain 5: Capabilities in leadership and team working Doctors in training must demonstrate that they can lead and work effectively in teams by:

- supervising, challenging, influencing, appraising and mentoring colleagues and peers to enhance performance and to support development
- critically appraising performance of colleagues, peers and systems and escalating concerns
- promoting and effectively participating in multidisciplinary and interprofessional team working
- appreciating the roles of all members of the multidisciplinary team
- promoting a just, open and transparent culture
- promoting a culture of learning and academic and professional critical enquiry.



RCPsych 2022 CORE Curriculum

High Level Outcome

- Apply teamworking and core leadership skills to work constructively and collaboratively within the complex health and social care systems that support people with mental disorder.

Theme

- 5.2 Leadership

Key Capabilities

- Recognise the leadership skills of others in a range of contexts.
- Demonstrate the development and application of your own leadership skills.
- Demonstrate inclusive leadership style and awareness of the impact of hierarchy and power within relationships with patients and colleagues.

RCPsych 2022 ST General Adult Curriculum

High Level Outcome

- Demonstrate effective team working and leadership skills to work constructively and collaboratively within the complex health and social care systems that support people with mental disorder.

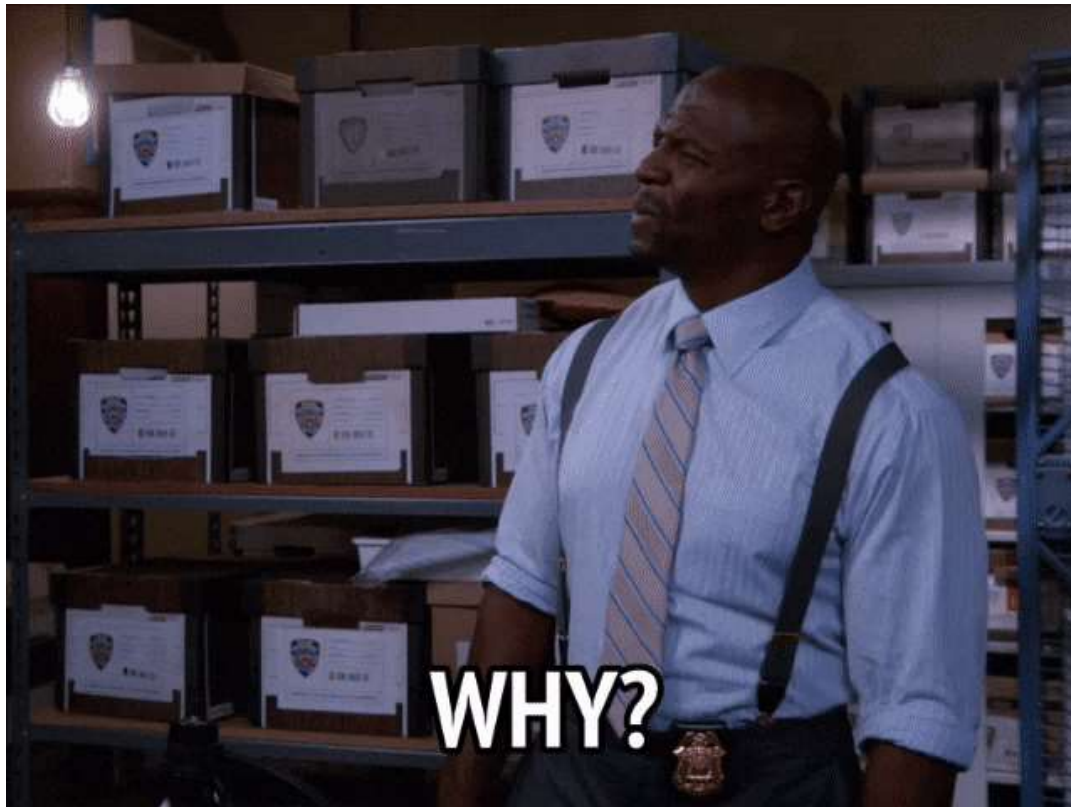
Theme

- 5.2 Leadership

Key Capabilities

- Recognise and appraise the leadership skills of others in various contexts.
- Demonstrate the development and application of your own leadership skills in a variety of clinical and non-clinical settings.
- Demonstrate inclusive leadership style and awareness of the impact of hierarchy and power within relationships with patients and colleagues.
- Demonstrate an understanding of how your own leadership style and approach impact on others, adapting your approach to meet the needs of the team.
- Lead, take charge, and offer opinions and direction.
- Support colleagues to enhance their performance and facilitate their development.
- Competently manage and lead a team/service, providing consultation and specialist advice to team members and other agencies.

The WHY

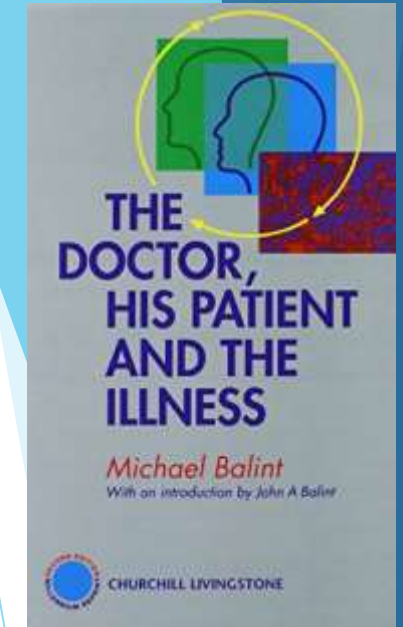


Why bother with leadership?



How do doctors add value?

- ▶ Society's expectations & connotations
- ▶ Clinical role despite seniority
- ▶ Communication from clinical to management and vice versa
- ▶ Can live the values of the organisation
- ▶ Can support and foster the culture of the organisation
 - ▶ E.g. Psychological safety or NOT!
- ▶ Innovation
- ▶ Teaching
- ▶ Research
- ▶ Life long learning
- ▶ They myth of the Hippocratic oath



Research says we might be better...

- ▶ **Physician-leaders and hospital performance: Is there an association? By A Goodall**
 - ▶ A study of 300 of the best hospitals in the United States found that hospitals run by doctors outperform those run by managers
 - ▶ A qualified doctor was the chief executive in 51 of the top 100 cancer hospitals in the US, 34 of the best 100 hospitals for digestive disorders, and 37 of the top 100 cardiac hospitals.
 - ▶ Of the 21 hospitals ranked highest in the league tables' "Honor Roll"—those that performed well in at least six of the 16 specialties—16 had chief executives who were doctors.
 - ▶ The study also found that the mean quality scores of the highest ranked hospitals were 30-40% higher in those led by doctors than in those led by professional managers in all the specialties investigated.
 - ▶ To check that the hospitals' performance was not driving the result, the researchers removed the 52 hospitals that appeared in two or three of the three top 100 lists. Among the remaining 160 hospitals, those that performed best were disproportionately led by doctors.
- ▶ [Physician-leaders and hospital performance: Is there an association? - ScienceDirect](#)

Francis Reports (Mid-Staffordshire NHS foundation trust)

▶ **First Francis Report (2010)**

- ▶ Constant change of management, leading to lack of leadership
- ▶ Doctors isolated from managers, the Board and each other
- ▶ Poor diagnosis and management
- ▶ Poor communication
- ▶ Lack of attention to patient dignity

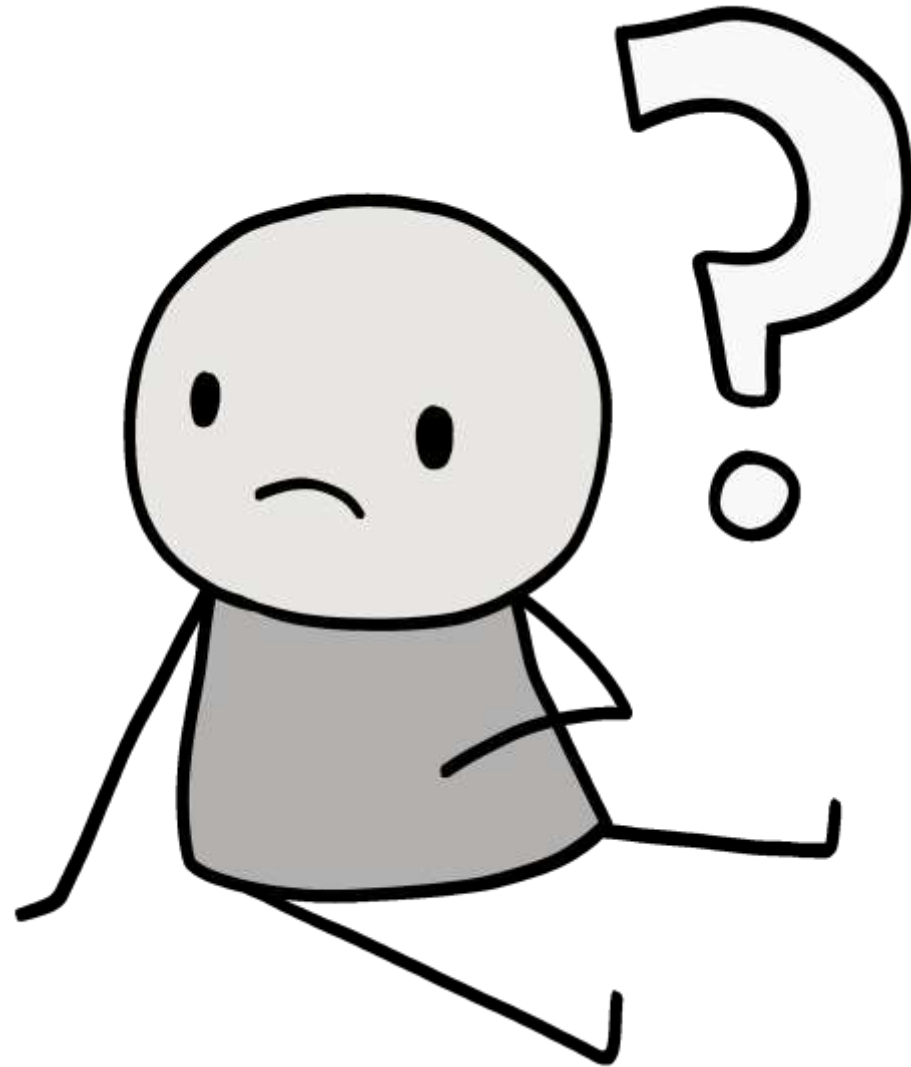
▶ **Second Francis Report (2013)**

- ▶ Too much focus on finance, figures, targets and not enough on patient care
- ▶ Lack of accountability
- ▶ Doctors failed to speak up for patients
- ▶ Defensiveness, secrecy and complacency

The HOW



How do we become leaders?



Authentic leadership (A)

5 WAYS TO BE A MORE

AUTHENTIC LEADER

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1. RETHINK
"leadership image."
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2. INCREASE
your
self-awareness.
- 

3. ASSESS
your values, likes,
& dislikes.
- 

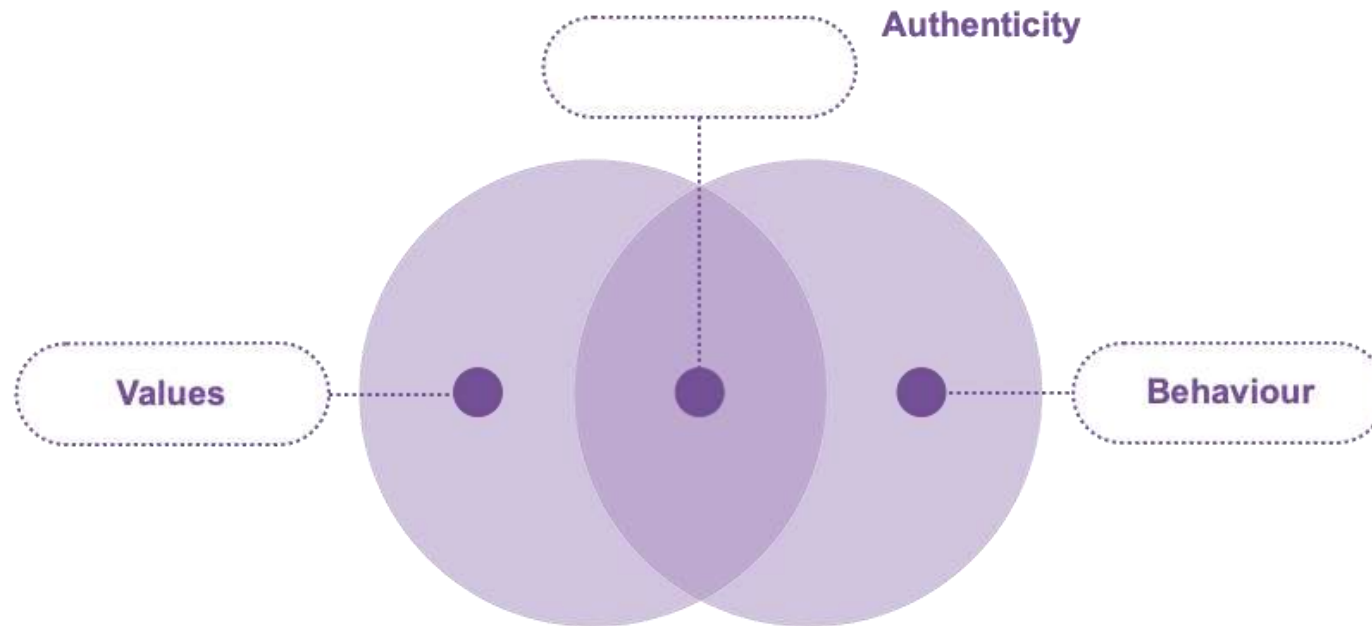
4. TAKE
action, but get
support.
- 

5. WORK
on effective
communication.

 Center for Creative Leadership®

Authentic leadership (B)

- An alignment between your own internal values and beliefs **with** your external behaviour
- It comes from finding your own style and way of leading where you can reflect your personality **bringing** your whole self to work
- A person cannot be authentic on **their** own; it is largely defined by what other people see in you



Observation & reflection

Observe others

- You have the **POWER!**
- Shadow DME, MD AMD
- Shadow non-clinical leaders
- NEDs are very interesting

Self reflection

- Use psychotherapy space as part of self-learning
- Seek feedback via Mini-PAT
- Get writing your values and motivations

Courses & resources

- ▶ [Leadership Academy - Better Leaders, Better Care, Brighter Future](#)
- ▶ [Leadership and Management Fellow Scheme | Royal College of Psychiatrists \(rcpsych.ac.uk\)](#)
- ▶ Seek system (ICS) leadership programmes out



Personal specification and CV building

ST4 person specification

- [ST4 Psychiatry Current Round | Health Education North West \(nwpgmd.nhs.uk\)](http://nwpgmd.nhs.uk)

SAS, teaching fellow or...

Consultant job specifications

Make them your focus

Annual CV as well as portfolio

For each item you create:

- Situation
- Task
- Action
- Result

