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ΕΥΡΩΠΑΪΚΟΣ ΣΥΛΛΟΓΟΣ ΝΟΣΟΚΟΜΕΙΑΚΩΝ ΙΑΤΡΩΝ ΔΙΕΥΘΥΝΤΩΝ
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ΕΒΡΟΠΕΪΣΚΑ ΑΣΟCΙΑCΙΑ ΝΑ ΣΤΑΡΣΗΤΕ ΒΟΛΝΗCΗΝΗ ΛΕΚΑΡΗ
ASOCIATIA EUROPEANA A MEDICILOR DIN SPITALE**

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CLINICAL LEADERSHIP MASTERCLASS

Dr Lorraine Ferguson AM RN PhD
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WELCOME

- About your presenter
- About you
- Format of the Masterclass
- Aim of the Masterclass

This Masterclass aims to help you to develop a greater understanding of the leadership skills, qualities and behaviours needed to take the lead and be more influential in your clinical practice

Content to be covered

- Definition of Leadership & Clinical Leadership, difference between leadership and management
- Brief discussion of aspects of Leadership Development
- Overview of Leadership and Emotional Intelligence
- Brief discussion of Leadership and Change Management

What is Leadership?

Many definitions, but the majority agree:

- Is a process
- It involves influence
- It occurs in the group context (leaders and followers)
- It is about goal attainment

It is about motivating & influencing people to work towards shared goals.

Why Clinical Leadership?

- Concept of leadership not new
- Health care systems across the world are feeling the impact of change and reform
- 'Clinical Nurse Leaders' are needed to help re-focus nursing, lead change, build teams and to deliver evidence-based, patient-centred care
- Leadership is about delivering results for patients, clients, business

Who is a Clinical Leader?

- Anyone who has direct responsibility or influence on patient care (at ward, unit or team level)
(RCN of the United Kingdom 2004)
- Concept very applicable in primary care and general practice settings

Leadership or Management?

Management:	Leadership:
<ul style="list-style-type: none"> - Plans and budgets - Organising & staffing - Controlling, problem solving - Produces order, consistency, predictability 	<ul style="list-style-type: none"> - Vision, goals, change - Aligning people - Motivating & Inspiring - Produces positive & sometimes dramatic change
(Transactional leadership)	(Transformational Leadership)

Leadership or Management?

- “Management is about methods and procedures...cost effectiveness and the optimum use of resources”
- “Leadership...is an art acquired through observation, practice and experience. It is the art of influence and is about human relationships, motivation, encouragement, inspiration and vision....” (Hirsch 2000).

The essence of leadership

- Leadership is about influence
- Leaders are concerned with delivering results through the *impact they have on the attitudes and actions of others.*
- Your success as a leader is all about your impact on those you lead.

“Leaders should not be judged by what they do personally but by what those around them are doing.”
 —Dr Ian Fitzwater (Leadership Skills Australia)

Exercise 1

The magic wand

You are a clinical leader and you have just found a magic wand that allows you to change three work related activities. You can change anything you want. How would you change yourself, your job, your boss, co workers, an important project, etc.?

- 1) Write down 3 things you would change
- 2) Underline the top priority
- 3) Discuss why you want to change that one thing with the person sitting next to you
- 4) Listen to what they want to change and why (2 minutes)

What are the attributes of a Clinical Leader?

- Expert clinician /manager
- Critical thinker
- Excellent communicator
- Problem solver
- Innovator
- Motivator
- Personal qualities of self belief, self awareness, self management, drive for improvement, personal integrity (NHS Leadership Qualities Framework)

Leadership Development

- Developing and managing self
- Developing and maintaining effective relationships with others, building high performance teams
- Focusing on the needs of the individual patient and their family, the team and the wider organisation to improve care
- Maximising the use of available resources through effective internal and external networking
- Being politically aware

(Clinical Leadership Development Program, RCN of the United Kingdom 2004)

Leadership Development

Focus on five key themes:

- Managing self
- Managing the team
- Networking
- Being politically aware
- Patient-centred care and change management (RCN of the United Kingdom 2004)

Leadership & Emotional Intelligence.

What is Emotional Intelligence (EI)?

“The ability to monitor one’s own feelings and emotions, to discriminate among them and to use this information to guide one’s thinking and actions”

(Salovey and Mayer, 1990 in Vitello-Ciccio, 2002)

Emotional Intelligence

What is Emotional Intelligence (EI)?

“The ability to use your understanding of emotions, in yourself and others, to deal effectively with people and problems in a way which reduces anger and hostility, develops collaborative effort, enhances life-balance and produces creative energy”

(Fenman Limited, 2000)

Why is EI Important?

“We are being judged by a new yardstick: not just by how smart we are, or by our training and expertise, but also by how well we handle ourselves and each other.”

(Goleman, 1998)

The good thing is - emotional competence is *“a learned capability based on emotional intelligence that results in outstanding performance at work”*

(Goleman, 1998).

Emotional Intelligence

Daniel Goleman identified the four 'domains' of EI as:

- Self-Awareness
- Self-Management,
- Social Awareness, and
- Relationship Management

Emotional competence is being able to recognise emotions in each of these domains and their likely consequences and then regulate them

Emotional Competence Managing Self

<p>Self-Awareness</p> <ul style="list-style-type: none"> *being aware of your emotions and their significance * having a realistic knowledge of your strengths and weaknesses * having confidence in yourself and your capacities 	<p>Self-management</p> <ul style="list-style-type: none"> *controlling your emotions * being honest and trustworthy * being flexible and adaptable * being positive & motivated
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Emotional Competence Managing the Team

<p>Social Awareness</p> <ul style="list-style-type: none"> * Empathy - understanding other people's concerns * Developing others * Service orientation * Leveraging diversity * Organisational and political awareness 	<p>Relationship management</p> <ul style="list-style-type: none"> * Influencing others * Excellent communication skills * Conflict management * Leadership * Change manager * Building good relationships * Teamwork & collaboration skills
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Using EI in the workplace

- Listening with empathy
- Providing effective feedback
- Creating a positive climate
- Managing conflict
- Being open and transparency in decision-making
- No-blame culture

(Fenman Ltd, 2000.)

Networking

Networking

- Develop networks that provide you with sources of information, contacts, knowledge and access to resources - conference like this one, professional associations, mentors

Advantages of Networking

- Provides personal support and challenge to develop
- Helps with coping, provides a buffer or safety valve in stressful and demanding times
- Raises your profile and increases your sphere of influence
- Provides contacts that are helpful for career progression

(RCN of the United Kingdom 2004)

Political Awareness

The basis for developing one's ability to influence stakeholders, access resources & bring about change.

Includes:

- The bigger political picture about health care (local, state, national, global)
- The key agendas of own organisation
- Power and authority
- How to influence so as to lead and shape policy development and implementation

(RCN, 2004)

Political Awareness and Influence

“You don't have to be brilliant to be a good leader. But you do have to understand other people – how they feel, what makes them tick, and the best way to influence them”.

(John Luther cited in Grossman and Valiga 2005)

Leadership & Change Management

- It is important to understand some of the theories and processes that underpin change, in order to make change happen BUT
- Organizational change does not occur unless member groups and individuals change by adopting different behaviours, processes, frameworks, routines, values, or goals
- As a result, it is critical that leaders understanding the individual, group, and organizational processes that must occur to drive positive change


Leadership & Change Management

“Whatever the [leadership] theory, it would appear that the enduring essence of good leadership is embedded in the capacity for articulating a vision and rallying others around it”

(Borbasi, Jones and Gaston in Daly, Speedy and Jackson, 2004)

Leadership & Change Management

How to frame your vision



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    graph TD
      A[Their Problem] --> B[Your Solution]
      B --> C[Compelling Vision]
  
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- understand the world through the eyes of those you lead
- identify the problems your staff already have
- use a problem- solution model
- Communicate your vision in a picture of what it will be like when the benefits of a changed way of working are realised (Shaun Killian)

Exercise 2

The magic wand

Return to you list of three things that you would like to change with your magic wand.

- 1 Has your top priority changed?
- 2 Is the change you want to make something the staff would see as a 'problem'?
- 3 What is your 'solution' - How would you frame your vision?
- 4 Briefly discuss your vision with the person beside you (2 minutes)

Clinical Leadership

What does it take to be a clinical leader?

- Ability to think strategically (be in the present but planning for the future)
- Ability to lead change
- Ability to execute strategies (get results)
- Ability to coach and develop employees
- Ability to inspire others through vision and values

(Heading, 2009)


Leadership & You

'Leadership development is self-development ...learning to lead is about discovering what you care about and value.

About what inspires you.
 About what challenges you.
 About what gives you power and competence.
 About what encourages you.

When you discover these things about yourself, you'll know what it takes to lead those qualities out of others'

(Kouzes, J.P. and Posner, B. (2002).



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