Importance of Leadership

Ian Govier

Engaging Management
How will I think or act differently as a result of today’s seminar?
If we always do what we’ve always done...

...we’ll always get what we’ve always got!
It may seem a strange principle to enunciate as the very first requirement in a hospital is that it should do the sick no harm.
More than one in ten people admitted to hospital are harmed unintentionally by its care.

It is believed there is a one in 300 chance of accidental death through errors in care.
Failing hospital 'caused deaths'

A hospital's "appalling" emergency care resulted in patients dying needlessly, the NHS watchdog has said.

About 400 more people died at Stafford Hospital between 2005 and 2008 than would be expected, the Healthcare Commission said.

It said there were deficiencies at "virtually every stage" of emergency care and managers pursued targets to the detriment of patient care.

Health Secretary Alan Johnson has apologised and launched an inquiry.

One of the worst examples of care cited in the watchdog's report was the use of recantists to carry out initial checks on patients.
Since the inception of the NHS, more than 50 NHS public inquiries have been conducted to address catastrophic failures in patient care.

The same 5 common themes emerge from each inquiry.
Isolation

Disempowerment of staff and patients

Inadequate leadership / management

Poor communication

Failure of systems and processes
Strong and active leadership

Worker involvement
Permanent White Water  
(Vaill, 1996 & Covey, 2006)
The Constants

- Change
- Choice
- Principles

(Covey, 2006)
The one indisputable fact that characterises organisational life, is that **CHANGE** is inevitable.  

(Beverly Alimo-Metcalfe, 2005)
Challenges to Change

The greatest difficulty in the world is not for people to accept new ideas, but to make them forget their old ideas!

John Maynard Keynes

‘Are you kidding? I like it here!’
If you want to see change…

...be the change you want to see.
Between what happens to us and our response to it... is our freedom to choose our response...
Leadership

Engaging Management

Principles
Management
(Order & Consistency)

Leadership
(Change & Movement)

(Kotter, 1990)
A group of workers and their managers are set a task of clearing a road through a dense jungle on a remote island to reach the coast, where an estuary provides a perfect site for a port. The leaders organise the labour into efficient units and monitor the distribution and use of capital assets. Progress is excellent.

The managers continue to monitor and evaluate progress, making adjustments along the way to ensure that progress is maintained and efficiency increased wherever possible.

Then, one day amidst all the hustle and bustle and activity, one person climbs up a nearby tree. The person surveys the scene from the top of the tree and shouts down to the assembled group below:
Wrong Way!
If management is efficiency in climbing the ladder...

...then leadership determines whether the ladder is leaning against the right wall.
Leadership

Engaging Management
Engagement is:

A positive attitude held by the employee towards the organisation and its values.

An engaged employee is aware of business context, and works with colleagues to improve performance within the job for the benefit of the organisation.

The organisation must work to develop and nurture engagement, which requires a two-way relationship between employer and employee.

Robinson et al, Report 408, Institute for Employment Studies, April 2004
- Involvement in decision-making
- Freedom to voice ideas, to which managers listen
- Feeling enabled to perform well
- Having opportunities to develop on the job & being valued by one’s manager for contributions
- Clear ‘line of sight’ between job & organisation’s aims
- Feeling the organisation is concerned for staff’s health & well-being
Engaged Leaders

- Challenge
- Inspire
- Encourage
- Model
- Enable

(Kouzes and Posner, 2008)
Final Thoughts
The Constants

- Change
- Choice
- Principles

(Covey, 2006)
Importance of Leadership

Engaging Management
Engaged Leaders

Challenge

Encourage

Model

Inspire

Enable

(Kouzes and Posner, 2008)
How will I think or act differently as a result of today’s seminar?
...and finally...
Leadership

Engaging Management

...so what?
More than one in ten people admitted to hospital are harmed unintentionally by its care.

It is believed there is a one in 300 chance of accidental death through errors in care.
1000 LIVES OF FYWYDAU
• 3 million people

• All Hospitals, Primary Care & Ambulance services

• Six content areas
  – Leadership
  – Critical Care / Rapid response
  – Medicines
  – Healthcare associated infection
  – Surgical care
  – General medical and surgical care

• Aims
  – To save 1000 lives
  – Avoid 50,000 cases of harm over a 2 year period (2008-2010)
Making a Difference

- 852 lives saved by NHS staff in Wales
- More than 29,000 episodes of harm have been averted in the first 12 months

www.1000livesplus.wales.nhs.uk
If we can improve care for one patient, then we can do it for ten.

If we can do it for ten, then we can do it for a 100.

If we can do it for a 100, we can do it for a 1000.

And if we can do it for a 1000, we can do it for everyone in Wales.
Leadership

Engaging Management
People acting together as a group can accomplish things that no individual acting alone could bring about!

Franklin D. Roosevelt
Can we do it?

Yes, we can!
Thank You

Ian Govier

www.ctrtraining.co.uk/resources.php