

30/03/2020



WYCCODN Leadership Programme

Leading, Implementing and Sustaining Change

Day One
Promoting the Leader in You

Andrea Cassidy

Programme

09.00 -09.30 what you need to know about your project

09.30 -12.00 (including a comfort break)
Getting to know YOU. Becoming self aware through the Myers Briggs Type Indicator (MBTI)

12.00 - 12.45 Lunch

12.45 - 13.45 Being a leader -interpreting the theory

13.45 - 14.15 what leadership challenges do you face

14.15 comfort break

14.30 - 15.30 Meet the Leaders - Challenges and solutions scenarios. Q&A

15.30 - 16.00 Round up and Reflection

Your Project

- **Keep it Simple**
- **Keep it Achievable**
- **Have a clear plan of action**
- **Remember to review it**
- **Make it make a difference**
- **Make your presentation of it interesting and relatively brief – highlights and outcomes**

- **What Projects have you agreed?**

Lunch



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Being a Leader

Let us consider you
as leaders

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A Leader

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Creates a vision

Attractive

Realistic

Credible

Better

Simple



Bridging the present and the future

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A Leader, Offers support,
feedback and develops
capability in others



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A Leader, Makes good decisions based on a variety of information and sources



Leaders are followers
and followers are
leaders

Leaders However **MUST** consider the
followers

First Follower



- <http://www.youtube.com/watch?v=hO8MwBZl-Vc>

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Why is it important

Especially when motivating teams. Without the first followers teams may be difficult to motivate

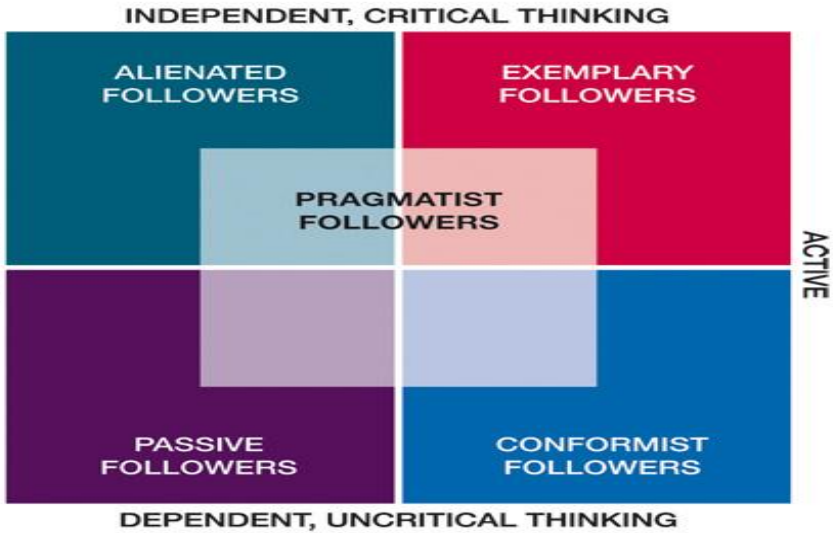
Leadership is an interactive activity: leaders depend on followers and vice versa.

Team efforts are valued highly in today's workforce and such efforts require active followers. Followers set the levels of acceptance for leadership. And in many ways, it is more important for leaders to understand followers than for followers to understand leaders.

[Holden Leadership Centre 2013]



Being a Good Follower



Good followers are accountable for their actions. They can also influence and mould the leader's views. When necessary they can even substitute for the leader. Members of any team should be aware of their own and each other's followership style. Kelley's Followership dimensions below illustrates two dimensions that are fundamental in determining an individual's style of followership (independent thinking and active engagement) and the five followership styles that result from them.

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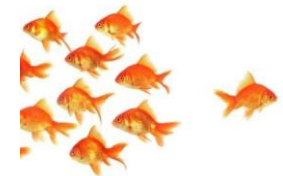
Passive Followers are not engaged and do not apply independent critical thinking. These individuals require constant motivation and direction and, consequently, can be a drain on the leader and the team.



Conformist Followers support the task and are motivated but do not critically appraise what they are doing. They will always support the team leader and may work hard but they do not consider alternative options and may not make decisions without guidance from the leader.



Alienated followers have high levels of critical thinking but are disengaged. These followers usually come across as sceptical or cynical. When the leader, or team, tries to move forward, they will voice the reasons why it shouldn't happen. They may have good ideas but do not put these forward. Indeed, they may be negative and undermine the group.



Pragmatist Followers move between the boxes in their followership style over the duration of the task.





Exemplary Follower



- In comparison, the **exemplary follower** will apply constructive critical thinking
- Interact with the group and the leader.



- If they agree with the current course of action, they will back the leader 100%. Alternatively, if they disagree, they will challenge the leader, offering constructive alternatives in order to help the leader and organisation achieve their aims.

[Gibbons 2012]

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Do You Consider
Yourself to be a
Leader?

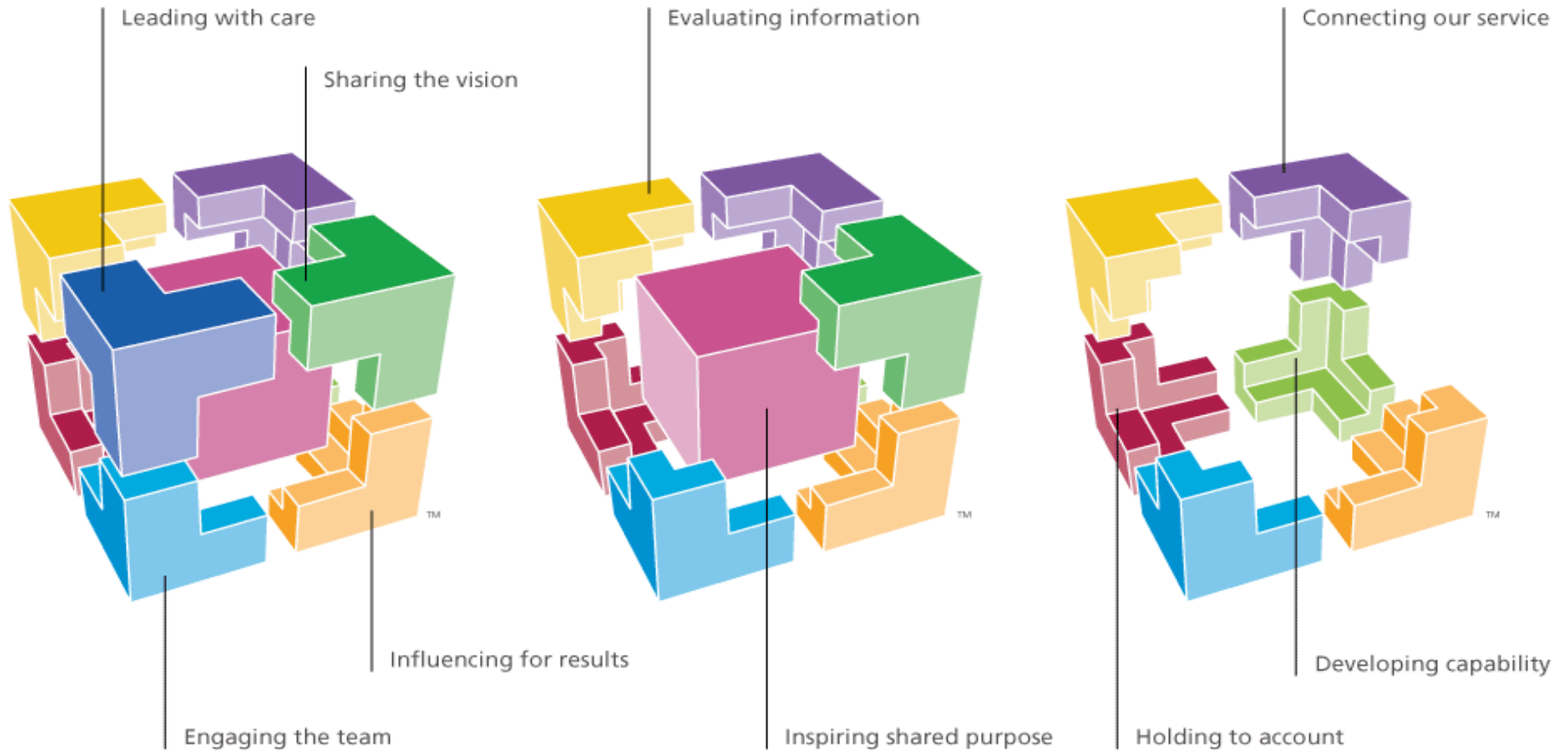
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Exercise

- Look at the list of 19 statements and put a tick next the ones you have done
- How does it feel?
- Do you consider those actions to be leadership actions?

The NHS Healthcare Leadership model

- The NHS healthcare leadership model is made up of nine different leadership dimensions, which can help you explore the ways in which you might already be acting as a leader, or inspire you to develop and grow your leadership skills.



Self Assessment

- For each of the nine dimensions stated on your handout
- Ask yourself
 - Do I do any of this?
 - At which level?
 - Do I find any of this challenging
- you may want to consider some examples

The Nine Dimensions

- **Inspiring shared purpose**
- Valuing the ethos of a service
- Thinking about how to improve services and patient care
- Behaving in a way that reflects the principles and values of the NHS
- Acting as a role model and inspiring others to do the same
- **Leading with care**
- Understanding the unique qualities and needs of a team
- Understanding your own behaviour and how this impacts on your team
- Carrying out acts of kindness for your team
- Helping to foster a positive and supportive atmosphere that enables everyone to do their jobs effectively

The Nine Dimensions

- **Evaluating information**
- Investigating or seeking out feedback from service users, colleagues or others and using it to make improvements
- Using information, feedback or data to generate new ideas and make effective plans for improvement or change
- Always thinking about ways to do your job more effectively or ways to improve services
- **Connecting the service**
- Understanding how your area of work relates and connects with other individuals/teams
- Providing effective handover and taking responsibility for continuity of service provision
- Making links or liaising with other teams and organisations
- Being flexible when working with people/teams who have different standards or approaches to you

The Nine Dimensions

- **Sharing the vision**
- Communicating a compelling, credible and vivid picture of what everyone is working towards (e.g. vision or goals) in a way that makes it feel achievable and exciting
- Inspiring hope and helping others to see how their work fits in
- Being visible and available to your team
- Communicating honestly, clearly and appropriately
- **Engaging the team**
- Recognising and actively appreciating each person's unique perspectives and experience
- Listening attentively to your team and valuing their suggestions
- Asking for contributions from your team to raise their engagement
- Promoting team work and feelings of pride
- Asking your team for feedback

The Nine Dimensions

- **Holding to account**
- Taking responsibility for your own performance
- Agreeing clear performance goals and quality indicators
- Supporting others to take responsibility for results
- **Developing capability**
- Taking responsibility for your own development
- Exploring and understanding the strengths and development needs of your team
- Understanding the importance and impact of people development, Acting as a role model for personal development
- Providing long term mentorship or coaching

The Nine Dimensions

- **Influencing for results**
- Listening to different views
- Sharing issues and information to help others understand your thinking
- Developing and presenting well-reasoned arguments
- Engaging respectfully to convince or persuade others
- Building relationships to recognise other people's passions and concerns

Conclusion

- You are all leaders
- However
- We all have the potential to be even better leaders
- Understanding what it is to be a leader is the first step in developing your leadership potential. Understanding your type preferences should help you along the way.

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Meet the leaders

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Round Up and Reflections

- **Any Botherations?**
- **Any thoughts/reflections you would like to share?**

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