Leading Change

Your Role in Improvement
“When we are dealing with people, let us remember we are not dealing with creatures of logic. We are dealing with creatures of emotion, creatures bustling with prejudices and motivated by pride and vanity”

Dale Carnegie
Thinking about Leadership

- Trait approach - leaders born not made (1940)
- Action-centred - focus on what the leader does (Adair)
- Behavioural - consideration and structure, transformational, servant leader, situational etc.
- Contingency - no single style, integration of all variables
Which approach for leading change?

Situational Leadership – where the Leader adapts his/or her behaviour to the readiness of the followers.
Leadership is the process of influencing people and providing an environment for them to achieve personal, team or organisational objectives.
Let's look at a Response Cycle to Change
1. **Immobilisation** - As rumours of the change circulate, the individual feels some sense of shock and possible disbelief so much so that they deem it worthy of doing nothing.

2. Minimisation: As the new becomes clearer, they try to fit in the change with their own personal position and may believe that it will not affect them.

3. **Depression** - As reality begins to dawn staff may feel alienated and angry, feelings of a lack of control of events overtake people and they feel depressed as they try to reconcile what is happening with their own personal understanding.

4. **Acceptance/letting go** - The lowest point in self-esteem finally sees people starting to accept the inevitable. Fear of the future is a feature of this stage.

5. **Testing out** - Individuals begin to interact with the change, they start to ask questions to see how they might work with the change.

6. **Search for meaning** - Individuals begin to work with the change and see how they might be able to make the change work for them - self-esteem begins to rise.

7. **Internalisation** - The change is understood and adopted within the individual's own understanding - they now know how to work with it and feel a renewed sense of confidence and self-esteem.
How would you prepare people to be ready for change?
Situational Leadership

• When would you ‘tell’?

• When would you ‘sell’?

• When would you ‘participate’?

• When would you ‘delegate’?
Situational Leadership

Hersey and Blanchard
Situational Leadership

**Telling**
Defining the roles needed to do the job & directing followers in doing the job.

**Selling**
Providing structured instructions & being supportive.

**Participating**
Having followers share in making decisions about how to best do a high-quality job.

**Delegating**
Providing little specific, close direction or personal support to followers.
Seven Leadership Competencies

<table>
<thead>
<tr>
<th>Competency</th>
<th>Description</th>
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<tbody>
<tr>
<td>Emotional Intelligence</td>
<td>- Perceiving, assimilating, understanding, and regulating emotions</td>
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</table>
| Integrity           | - Truthfulness  
                         - Translates words into deeds                                              |
| Drive               | - Inner motivation to pursue goals  
                         - Need for achievement, quest to learn                                    |
<p>| Leadership Motivation | - High need for socialised power to accomplish team's goals                |</p>
<table>
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<tr>
<td>Self-Confidence</td>
<td>• High self-efficacy regarding ability to lead others</td>
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<tr>
<td>Intelligence</td>
<td>• Above average cognitive ability</td>
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<td></td>
<td>• Can analyse problems/opportunities</td>
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<td>Knowledge of the NHS</td>
<td>• Familiar with NHS environment</td>
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<td>• Aids intuitive decision making</td>
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General Leadership Cycle

- Common to all leadership styles is a process
  - Varies according to style, each has consistent process

PLAN

DELEGATE

RECOGNIZE

FOLLOW UP
Four Major Factors in Leading Change

**Follower** - Different people require different styles

**Leader** - Know yourself as a leader, people will decide on their own whether to follow you

**Communication** - Two-way, you must set the example

**Situation** - All are different, use judgment to determine best course of action

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SU-MATHI PUBLICATIONS
Innovation and Creativity - the antidote to stuck thinking

• Clarify the focus with a broad problem statement - how to remind busy people of the time

• Recognise the concepts of the situation - tried to remind them

• List Alternatives - tried logs, whiteboard, computer screen, rolling reminder

• Make mental associations - Can I use another sense to remind them - Hearing

• Develop ideas into practical realities - attach mini alarms onto drug charts

Plsek,P
The Most Important Words

• The six most important words: "I admit I made a mistake."
• The five most important words: "You did a good job."
• The four most important words: "What is your opinion."
• The three most important words: "If you please."
• The two most important words: "Thank you,"
• The one most important word: "We"
• The least important word: "I"

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Summary

• Leading change starts with YOU
• Change can be seen as threatening
• To improve we need to change
• As leaders we need to take people with us on the journey
• Over the module you will be given the opportunity to explore different leadership theories and understand yours!
No support from seniors

- Be an effective communicator
- Value your senior
- Focus on result but not process
- Answer the age question
- Become source of stillness
- Seek respect not approval
Last word

• Never allow others’ perceptions of age dilute the value of the life-long hours you have devoted to your gift, your skill, and your leadership

• Hope u to see as future leaders