

Singapore Ministry of Health 8th Healthcare Quality Improvement Conference

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consultancy/research/diagnostics

Engaging Leadership: An evidence-
based model for creating high quality
healthcare and enhanced employee
wellbeing

Some major challenges



- To provide the highest quality, safe and seamless care
- To do more with less
- To maximise the potential of human talent in healthcare
- To create cultures of high morale, well-being, effectiveness & constant improvement
- To build effective teams
- To dismantle barriers that prevent working effectively within, and across boundaries
- To deal with increasing and unsustainable levels of stress

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Content



- What leadership behaviours are essential for delivering high quality care?
- What characterises teams that have high 'readiness for change'?
- How can we embed a culture that 'lives' its values, and supports collaboration, innovation and collective learning?

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Engagement is key



‘Engagement is a positive attitude held by the individual towards the organisation and its vision & values’

‘which affects the extent to which individuals put discretionary effort into their work... for the benefit of the organisation’

‘...which requires a two-way relationship between employer and employee’

Based on: Robinson, D., Parryman, S. & Hayday, S. (2004). *The Drivers of Employee Engagement*. Sussex: Institute for Employment Studies.

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Engagement is good for people



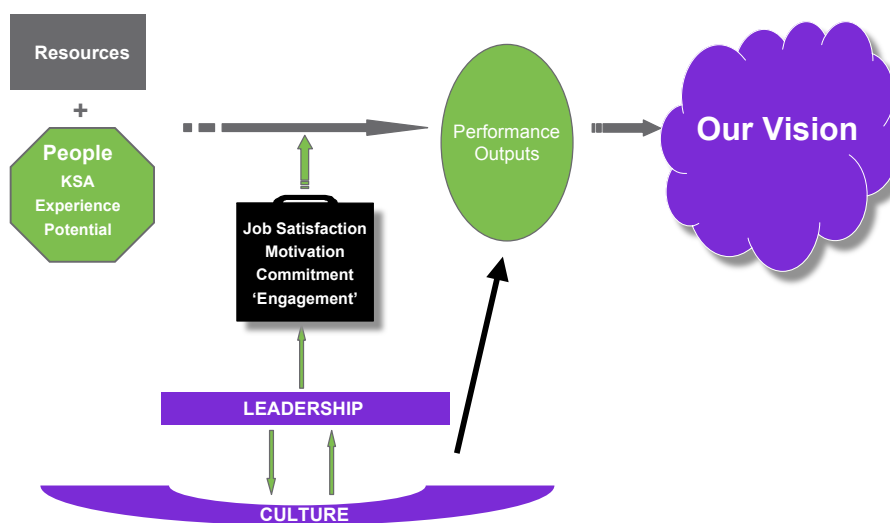
- Wellbeing and health (Maslach et al., 2001; Bakker et al., 2005)
- Reduced depressive symptoms, somatic complaints and sleep disturbances (Hallberg & Schaufeli, 2006)
- Higher self efficacy and commitment (Salanova, Agut & Peiro, 2005; Schaufeli et al., 2002)

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Engagement is good for organisations

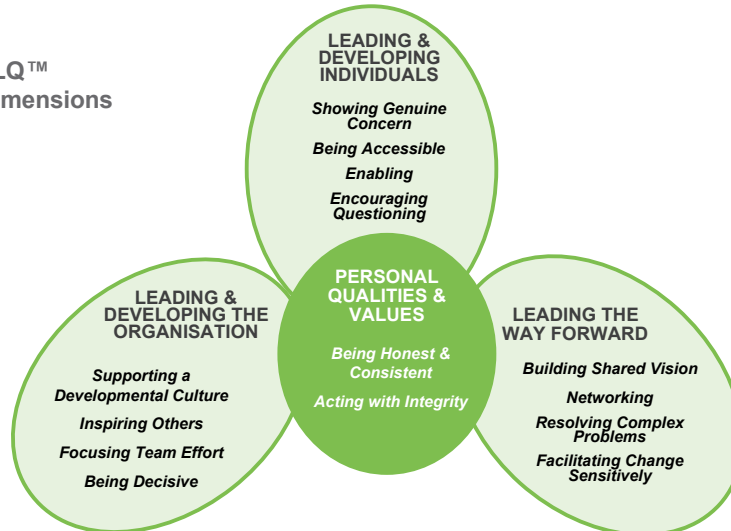
- Customer satisfaction (Corrigan et al., 2000; Harter et al., 2002)
- Retention/turnover (CIPD, 2004; Gallup, 2004; Watson Wyatt, 2005)
- Profitability (Watson Wyatt, 2006; Sirota Survey Intelligence, 2005)
- Productivity (Alimo-Metcalfe et al., 2009; Judge et al., 2001; Harter et al., Geyery, 1998)
- Safety (Harter et al., 2002)

The role of leadership and culture in organisational effectiveness



The Model of Engaging Transformational Leadership

TLQ™
Dimensions



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'Engaging' leadership principles

Leader as *servant* and *partner*

Leadership is a *social process and is distributed*

Leadership is about *connecting people: their ideas and hopes*

- *through a shared vision*
- *co-ownership*
- *co- design, and*
- *empowering partners in implementation*

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Does it work?

Yes!

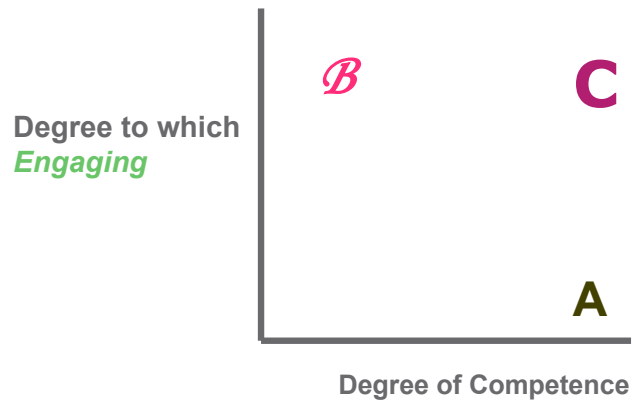
The impact of engaging leadership on staff in the NHS (n = 5,100)

Figure 4: Predictive relationship between the ratings of managers on the TLQ scales and their impact on staff (N = 5,110 managers)

TLQ scale / impact on staff	Job satisfaction	Motivation	Commitment	Achievement	Self-confidence	Reduced stress
Showing genuine concern	X	X	X	X	X	X
Being accessible	X	X		X		X
Enabling	X	X	X	X	X	X
Encouraging questioning	X			X		X
Inspiring others	X	X	X	X	X	X
Focusing team effort			X		X	X
Being decisive				X	X	
Supporting a developmental culture	X	X	X	X	X	X
Building shared vision	X	X		X	X	X
Networking	X	X	X	X		X
Resolving complex issues			X			
Facilitating change sensitively	X			X		
Acting with integrity			X		X	
Being honest and consistent	X	X	X	X	X	X

NB. While each of the TLQ scales is significantly correlated with each of the impact measures ($p < .01$), this figure shows relationships that are 'unique', that is, cannot be accounted for by the other relationships.

Relationship between Competencies & Leadership



Leading change and building leadership capacity

Does engaging leadership *predict* productivity?

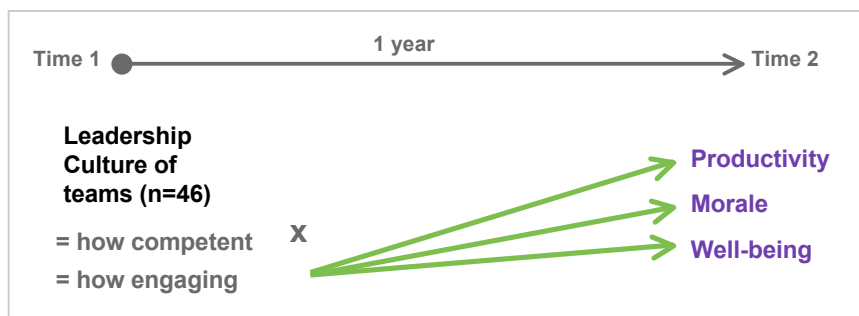
‘The impact of leadership factors in implementing change’

Funded by: Department of Health NHS SDO, Project

Alimo-Metcalfe, B., Alban-Metcalfe, J., Samele, C. Bradley, M. & Mariathanan, J.
(2007)

Does engaging leadership *predict* productivity?

A longitudinal study...



Controlled for contextual variables

Alimo-Metcalfe et al., (2007) 'The impact of leadership factors in implementing change'. SDO, Project 22/2002.

A study of effective surgical teams

Sample: 669 heart operations in 16 hospitals implementing new micro-surgical technology

Aim: To identify what differentiated the 'successful' from the 'unsuccessful' implementers

What didn't matter:

- **Educational background and experience of the team**
- **Status of the surgeon**

Source: Edmundson, Bohner, & Pisano (2001). 'Speeding up team learning', *HBR*, 125-132

What did matter...

Leader created culture of 'psychological safety', and engagement

- Neutralised fear of embarrassment by **encouraging suggestions**, pointing out of potential problems, **admitting mistakes**,
- **Reduced barriers** created by a hierarchical culture by emphasising that everyone must feel free to point out suggestions or concerns
- **"Surgeons gave up their dictatorial authority** so that they could **function as partners** in the operating teams"

Source: Edmundson, Bohner, & Pisano (2001). 'Speeding up team learning', *HBR*, 125-132

A Study of Surgical Teams

Conclusions:

“Those responsible for choosing team leaders need to re-think their own approaches.

...appointing a team leader solely on technical competence ...can lead to disaster; we've all known superstar technocrats with no interpersonal skills.

....senior managers need to look beyond technical competence and identify team leaders who can motivate and manage teams of disparate specialists so that they are able to learn the skills and routines needed to succeed”

Source: Edmundson, Bohner, & Pisano (2001). 'Speeding up team learning', *HBR*, 125-132

How to transform the culture

Lessons from supporting cultural transformation

- Top management *active* commitment is crucial
- Diagnose what interventions required where
- Relate everything to the organisation's vision, goals & values
- Build human capital & social capital
- Move from power over, to *power with*
- Ensure all HR processes are consistent with your goals
- *Never forget, that culture is me!*

Background reading: Research Insight report for CIPD



Authors:

Alimo-Metcalfe, B. & Alban-Metcalfe, J. (2008)

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