

# The Leadership Challenge™

A Case Study with University Hospital South Manchester NHS Trust



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**A Global Training Partner for The Leadership Challenge™**

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*Masterclass Training, a Global Training Partner for The Leadership Challenge™ has been working with public and private sector clients for over 15 years using the Leadership Challenge™, The Five Practices of Exemplary Leaders™ and the Leadership Practices Inventory (LPI) 360 questionnaire. Clients include the NHS, Probation Service, Ambulance Service, Avis Budget Group, Wyevale Garden Centres, Hanson plc, Rentokil and a number of leading law firms and consultancies.*

*In this article we share the view of one NHS Trust – University Hospital South Manchester – and how they have been using the Kouzes and Posner Leadership framework to help develop the leadership behaviours to shape their organisation.*

*UHSM – University Hospital South Manchester - is a major acute teaching hospital trust providing services for adults and children at Wythenshawe Hospital and Withington Community Hospital, and Community Services that were formerly operated by Manchester Primary Care Trust.*

*UHSM's fields of specialist expertise - including cardiology and cardiothoracic surgery, heart and lung transplantation, respiratory conditions, burns and plastics, cancer and breast care services – not only service the people of South Manchester, but help patients from across the North West and beyond. UHSM is also recognised in the region and nationally for the quality of its teaching, research and development. Major research programmes focus on cancer, heart and lung disease, wound management and medical education.*

*UHSM has approximately 5,900 members of staff, including those employed by the Private Finance Initiative partner South Manchester Healthcare Limited. There are also around 500 valued volunteers, who give up their free time to help patients and visitors.*

## ‘Create it, harness it and point it in the right direction!’

Nichol Orton, Assistant Director of Organisational Development, UHSM

“Whilst it is still early days in our leadership journey we have seen a genuine impact as a result of introducing the Kouzes and Posner leadership model as our way of ‘how we do things around here’. This includes staff engagement events, where leaders are able to articulate their vision and encourage staff to help co-create it, improved flow of communication throughout the Trust, 8% shift in FFT (“Friends and Family Test”) findings for staff recommending the Trust as a place to work, increased number of leaders requesting support for team development, improvement in ward accreditation findings for many wards, consolidated meeting structures and a leadership development programme for all staff.

Our aim is to develop leaders who are clear about the competencies and behaviours expected of them and to deliver these with integrity and consistency. Leaders set the tone in delivering a set of behaviours that support our revised values, bring together our talented team and guide us in the way we work.

Noting the current context within which UHSM was currently operating: Board Governance action plan, recovery plan, introduction of a clinically led management structure, high turnover of management posts combined with a large volume of interim positions, a lack of investment in leadership & management development and external pressures were key drivers requiring leadership to enable us to achieve our mission of becoming a Top NHS provider.

Our leadership plan ensured leaders are clear of the expectations of them within UHSM, both the ‘what’ and the ‘how’ of leadership in order to further embed collective leadership throughout UHSM. Adopting the recently launched NHS Healthcare Leadership competencies and having worked with the Kouzes and Posner model previously, clear connections were made between the two which enabled us to give leaders a set of competencies and behaviours to live out in practice. We also wanted to ensure our leaders displayed our “P E O P L E” values in their behaviour and the leadership ethos has aligned values, competences and behaviours adopting the Kouzes and Posner model.

Healthcare Leadership Competencies	Kouzes & Posner	Values (revised)
<u>Inspiring shared purpose</u>	Inspire a Shared Vision	Patient First
<u>Leading with Care</u>		
<u>Evaluating Information</u>	Challenge the Process	Excellence
<u>Connecting our service</u>		
<u>Sharing the vision</u>	Enable Others to Act	One Team
<u>Engaging the team</u>		
<u>Holding to account</u>	Model the Way	Leadership
<u>Developing capability</u>		
<u>Influencing for results</u>	Encourage the Heart	



Using the Kouzes & Posner model in moving towards collective leadership and improved commitment to staff engagement enables us to create leaders at all levels of UHSM - harnessing the trust, integrity and commitment that our staff display every day.

We commissioned Masterclass Training to deliver a series of workshops supporting our strategic direction using the Kouzes and Posner Practices of Exemplary Leaders. Starting with the Executive Team and Senior Divisional Management teams so that behaviours would be role modelled from the top, all delegates completed the Leadership Practices Inventory (LPI) online 360 to enable them to take stock of how they were perceived by their line manager, direct reports and peers and colleagues.

One to one feedback for Executive Directors was provided by Masterclass. In parallel members of the OD team were trained by Masterclass in how to give feedback and were actively involved in working with later groups– this has enabled greater understanding of the power of the 360 tool across the organisation and impacted on an increase in the use of coaching as a developmental tool within UHSM to improve performance.

An additional benefit of running these workshops was the opportunity for genuine team bonding, demonstrating the behaviours whilst determining future priorities, building greater communication and looking at specific challenges within each team. The opportunity to have thinking time to reflect on the future, understand the strengths of the team members and consider how they could be used differently to address the challenges ahead made the workshops a practical and very valuable use of time.

We were also aware of the risk of a great workshop not necessarily leading to any changes in practice and to combat this we introduced a leadership Performance Development Plan (PDP) for all delegates for completion post event, this aligns the feedback of the 360, individual development areas and strategic objectives in order for leaders to have a comprehensive plan. Support to create this was also offered in the form of a developmental coaching 1:1. These PDP's are additionally used to inform further commissioning and prioritisation of developmental interventions and the direction of any further workshops to prioritise learning with our strategic direction.

We have further enhanced the model by aligning a number of priority development areas for the Trust and are offering a variety of workshops and development interventions to support the effectiveness of all leaders throughout UHSM.

Moving forward all staff will have the opportunity to understand the leadership model using internal resources and communications to ensure all 6000 of our staff are clear on what to expect from leaders within UHSM. Our Talent pool and Board will attend a series of workshops with Masterclass so we know our top talent and role models have the tools and support they need to make themselves and UHSM the best they can be. Some of the programmes are shown below.

		Leadership Behaviours				
		Model the Way	Inspire a Shared Vision	Challenge the Process	Enable Others to Act	Encourage the Heart
LEAD Workshops	ILM Level 7 Diploma in Executive Coaching and Managing				•	
	Influencing Skills		•	•		•
	Managing Change	•	•	•	•	•
	Managing Difficult Conversations	•	•		•	•
	Mentally Healthy Workplace	•		•	•	•
	Networking Skills	•				
	NLP Diploma and Coaching Practice		•		•	•
	Presenting with Confidence	•	•		•	•
	Time Management	•				
	Train the Trainer				•	
	Understanding Stress					•

## Leadership, Staff Engagement and Measuring the Impact

As UHSM we recognise the potential of our workforce and how as One Team we can achieve great things for our patients and each other. We want to be able to measure the impact of our leadership and engagement strategies and have refreshed the staff quarterly pulse survey to do so. We designed a matrix to ensure that the survey now asks staff questions that align directly to our values, Kouzes & Posner leadership practices and engagement enablers.

Question number	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21
Values																					
Patient first	x	x	x	x	x	x	x								x						
Excellence	x	x	x	x				x							x						
One Team		x	x	x					x					x		x		x	x	x	x
Open		x	x	x				x		x	x										
Leadership		x	x	x				x				x	x	x	x	x	x	x	x	x	x
UHSM leadership behaviours																					
Model the way		x	x	x				x	x			x	x							x	
Inspire a shared vision		x								x		x		x							
Challenge the process		x			x	x		x			x	x			x						
Enable others to act		x							x	x	x	x				x		x	x	x	x
Engage the Heart	x	x										x						x			x
Mcleod Engagement Enablers																					
Employee Voice		x						x	x										x	x	
Engaging managers		x					x	x	x		x							x	x	x	x
Leadership		x		x			x		x		x	x	x	x	x	x	x	x	x	x	x
Organisational Integrity	x	x	x		x	x	x			x	x							x			x

With this information we can adapt and flex as needed in order to fully understand what approach differing divisions and staff groups need whilst understanding the context they are working within.

As an accredited Investor in People (IIP) we also know that this approach will support our re-accreditation of IIP and enable us to progress towards Gold standard in the future.

### So what's next?

It's an exciting time in Manchester with many challenges and opportunities ahead of us, over the next 12 months with Senior Leaders role modelling the expected behaviours, developing our key talent to fill our business critical posts, creating collective leadership and improving staff engagement across UHSM makes us match fit for the journey. We will continue to measure our impact and align it to improvement in overall performance to enable our talented team here at UHSM to take UHSM forward as a key player and great place to work."

Nichol Orton

Assistant Director of Organisational Development, UHSM

