

Workforce Resources



Developing Outstanding Engagement in Health
Being an Engaging Organisation
Being an Engaging Leader



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Being an Engaging Organisation

Take steps to make sure your team is diverse and reflects the community you serve and organisation you lead.

There is overwhelming evidence that teams make better and safer decisions and are more likely to create customer-focussed services when they are made up of staff from a range of backgrounds, professions and interests.

- ✓ What concrete steps have you taken in the past 12 months to ensure you have decision-makers from a range of perspectives?
- ✓ How diverse is the senior leadership in your organisation?
- ✓ How can you affect the barriers that may exist to developing a diverse leadership?
- ✓ What do your succession and leadership resilience plans look like?

Based on an original document by the NHS Leadership Academy



Listen to what staff say about your organisation

There is no substitute for being a visible and engaged leader who meets with staff regularly and enthusiastically.

- ✓ How often do you meet with staff and have individual conversations?
- ✓ What percentage of time is prioritised in your diary?
- ✓ How do you know what staff are saying about your organisation?
- ✓ What do you do about it?
- ✓ What do you do to show you have listened and taken action?
- ✓ Does every member of the Board actively invest in spending time around the organisation?
Who doesn't and what are you doing about it?



Copy what other organisations do well

Most of the challenges the NHS faces are being successfully addressed somewhere.

- ✓ How does your organisation actively and constantly learn from others?
- ✓ What have you seen done excellently at another organisation?
- ✓ What is stopping you learning from them?
- ✓ How is learning from others routinely embedded into your work?
- ✓ How do you share what your organisation does well with others?



Prepare your organisation to integrate care by being clear about partnership behaviours

The future of the best health care is rooted in cross-system integrated care – are you modelling partnership behaviours and preparing your staff for their role in joining up care?

- ✓ How have you prepared your staff ready to change/improve the way they work
- ✓ How have you prepared yourself to change the way you work?
- ✓ What behaviours are you demonstrating that show you are open to change?
- ✓ What kind of leadership is required for the challenges ahead?
- ✓ What are you personally doing to learn, adapt and grow?
- ✓ How would you lead differently if you couldn't rely on your authority?



Celebrate Success

Successful organisations do this routinely, regularly and with real pride.

- ✓ How do you instil pride, motivation and a real connection with your staff and their place of work?
- ✓ All people in your organisation deserve recognition. How do you show this?
- ✓ What do you do to celebrate progress, achievement and quality delivery?
- ✓ How do people hear about good work going on in the organisation?
- ✓ How much of your time is given to 'recognition' in the average week?

Being an Engaging Leader

Take time to reflect on the way you behave as a leader

We know that the most successful leaders are constantly reviewing their performance, reflecting regularly on how their behaviour impacts others.

- ✓ Do you take time to reflect on how you work and how your style affects others?
- ✓ What explicit changes have you made in recent times to how you behave with colleagues? What was the noticeable impact?
- ✓ What changes do you know you should make but haven't been able to yet? What is stopping you from making those changes?



Seek feedback on your leadership and act on it

The most significant organisational failures are often traced back to leaders who have surrounded themselves by people who don't challenge them.

- ✓ How often at work is your behaviour challenged? How often are your decisions or your actions challenged?
- ✓ Do you have people in your immediate team with the wisdom and experience to question you?
- ✓ What opportunities do you create to seek feedback on your behaviour, decisions and actions?
- ✓ How do you act on it?



Listen more

Successful leaders tend to listen more and talk less – it is a way of collecting important information about the organisation, the people in it and the context they operate in.

- ✓ What is the ratio between you listening and talking? Is this something you are conscious of and think about?
- ✓ Are you a good and active listener? How do you know?
- ✓ Are you sure you really know what concerns those around you?
- ✓ Do you listen with compassion and understanding? How do you know you do?



Remember that you are also a leader of leaders

Your role is to lead through others and you have a responsibility for the development of your successors.

- ✓ Where are the leaders in your organisation? How have you identified them?
- ✓ How are you supporting and developing them?
- ✓ What might be hindering their career progress, have you discussed this with them?
- ✓ Are they empowered to make change/improvements happen? How do you feedback to them?



Make sure that your work is truly meeting the needs of the patients

Successful leaders are those who most often connect their work back to their core purpose – the reason why you are where you are.

- ✓ How often do you reflect on why you choose to work for the NHS?
- ✓ How do you check you truly understand your services from a patient's point of view?
- ✓ How often do you personally and actively seek out individual patient stories, both good and bad?
- ✓ During how many meetings each day is the patient voice present, loud and heard?
- ✓ How do you reflect each day on the decisions you have made and what impact they will have on patient experience or outcomes of care?