

*Simmons Dickinson*

Enabling dramatic and sustained improvement in  
customer satisfaction and business performance



**Real life  
leadership and  
management for  
GPs and Practice  
Managers**

# **Real life leadership and management**

**A one day workshop for GPs and  
Practice Managers**

**At the Nuffield Chesterfield Hospital**

**on the 29<sup>th</sup> February 2016**

# THE PURPOSE OF THE WORKSHOP

- Develop your understanding of role of leadership and management in transforming the performance of your practice;
- Offer a range of skills and techniques for engaging more effectively with colleagues;
- Increase your confidence about handling situations requiring effective conflict management and negotiation;
- Explore the role of performance management in the GP Practice;
- Become more effective as a transformational team leader.

# INTRODUCTIONS

At your tables or in groups of three or four, share:

- Your name?
- Where are you from?
- What is your role?
- What are you looking forward to?

And then briefly in the whole group

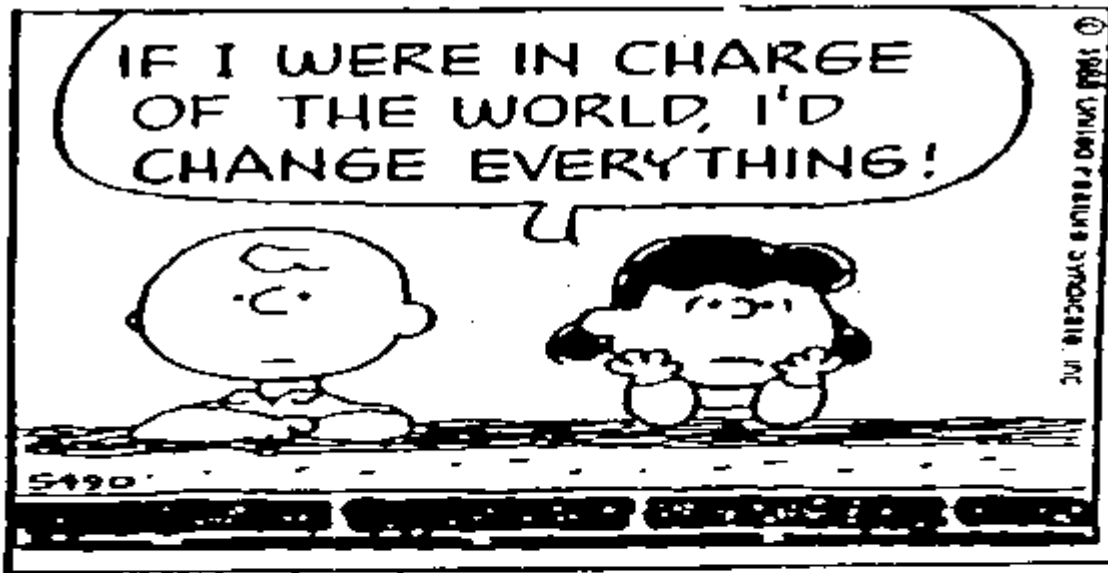
# PROPOSED AGENDA

- 09:00 Welcome and introductions
- 09:20 What is leadership? What is Transformational Leadership? How can we transform the performance of our practice?
- small group discussion and share
  - propose a definition and an overview
- 09:50 What are the key attributes and skills needed for effective leadership and practice transformation?
- small group discussion and share
  - propose key attributes and skills
- 10:20 What are the most important attributes and skills that *I need to improve*?
- individual work and small group discussion
  - share in the whole group
- 10:45 Coffee
- 11:10 *Clinic One* – Confronting a member of staff about their performance
- 12:00 *Transforming the performance* of the practice and developing a *Performance Management Approach* to managing staff
- 12:30 Lunch



# PROPOSED AGENDA (Cont.)

- 12:30 Lunch
- 13:15 *Clinic Two* – Managing conflict over practice policy
- 14:00 Key skills for effective confronting and managing conflict
- 14:25 Tea break
- 14:45 *Clinic Three* – Negotiating agreement at a practice meeting
- 15:30 Answering key questions
- 15:45 Review of the day
- 16:00 Close







**ESSENTIALLY, PEOPLE GIVE THEIR *ENERGY*  
*AND COMMITMENT*  
WHEN THEY ARE TREATED INDIVIDUALLY AND  
COLLECTIVELY AS THOUGH THEY ARE:**

- ◆ Completely valuable in their own right
- ◆ Thoroughly intelligent and able to think effectively and well about everything
- ◆ Capable of working together in a systematic way to improve the effectiveness of the organisation as a whole

# THEREFORE, THE TWO KEY TASKS OF AN EFFECTIVE LEADER ARE TO:

- ◆ Release the intelligence, creativity and initiative of people at all levels of the practice;
- ◆ Co-ordinate that initiative towards agreed aims and towards solving the problems that inevitably appear as people work towards them.

# WHAT IS TRANSFORMATION?

Transformation is the conscious and determined re-creation of a system, where all individuals work together with a clear vision to achieve a dramatic and sustained improvement in performance

- It combines “inner” shifts in people’s values, aspirations and behaviours with “outer” shifts in processes, strategies, practices and systems all aimed at the primary customer;
- It requires a dynamic whole business transformation strategy led by an effective strategic leadership group or guiding team;
- It requires a new kind of leader and a new leadership practice;
- It requires good and practical theory on which to hammer out that practice;
- It requires a clear methodology which people can follow when they become uncertain or when confusion reigns.

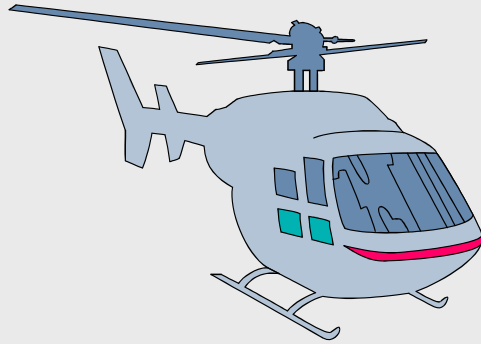
# EFFECTIVE LEADERSHIP IN CHALLENGING CIRCUMSTANCES:

Working to understand the whole  
situation

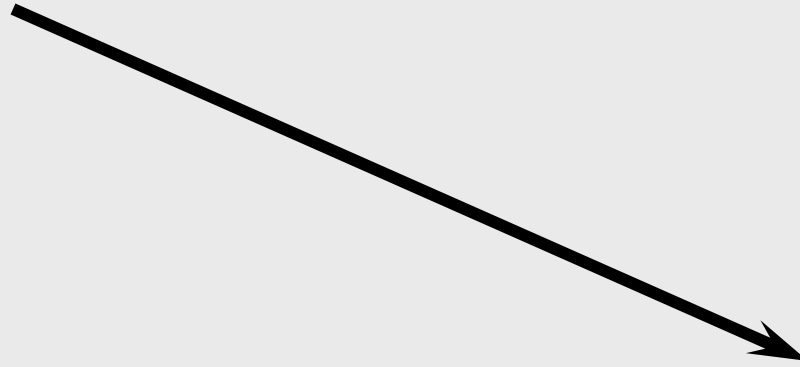
and then

deciding to see to it that  
everything in it goes well  
and is continually improved

# GETTING INTO THE HELICOPTER



Describe  
how it is  
now



*Developing the Practice  
Transformation Plan*

Define  
how we  
would like  
it to be

# THE STARTING POINT

Working together to achieve extraordinary customer satisfaction

*It means going beyond customer care to a point where you really understand how your customer uses what you give them and then innovating and improving*

**SO THAT YOU ARE ABLE TO  
CONTINUALLY ADD VALUE AND QUALITY!**

# “PRODUCT-OUT” TO “CUSTOMER-IN!”

This means moving from a *“product-out” mentality*

.....products and services designed to our requirements with features and characteristics that satisfy us....we know what is best for the customer.....

To a *“customer-in” mentality*

.....in which we work together with our customers to develop our understanding of their needs and then deploy our expertise to develop products, services and processes that will meet their needs and delight them.

**I DECIDE TO SEE TO  
IT THAT EVERYTHING  
GOES WELL!**



# YOU WILL NEED TO DEVELOP:

- A deep, clear, personal vision for yourself and your organisation;
- The ability to focus your attention on the vision;
- Commitment to having a high personal impact – decide to see to it that everything goes well!;
- An accurate, insightful view of the current reality;
- High self-esteem and self-belief;
- Commitment to the truth;
- Ability to handle ambiguity, frustrations and tensions within yourself between people;
- Proficiency in the key attributes and skills of leadership.

# FIVE IMPORTANT PERSONAL LEADERSHIP ATTRIBUTES

## 1. TAKING OURSELVES AND OUR LEADERSHIP COMPLETELY SERIOUSLY

Seeing our own significance as a human being, a leader and part of a community of leaders in our GP Practice

## 2. DEVELOPING HIGH SELF-ESTEEM

Develop the real self-confidence needed to see to it that everything goes well, by appreciating ourselves for what we have done well and getting others to do the same

## 3. BUILDING CLOSE DEPENDABLE RELATIONSHIPS WITH EVERYONE

One of the best ways to win the energy and commitment of others and overcoming the isolation of leadership is by reaching for and building mutually supportive relationships with everyone. Become a centre of benign influence

## 4. BECOMING A LEADER OF LEADERS

Treating everyone with complete respect as a potential leader, training and encouraging them and becoming a leader of leaders, not a leader of followers

## 5. TAKING POSITIVE INITIATIVES INSTEAD OF COMPLAINING OR BLAMING

Reclaiming personal powerfulness by giving up complaining or blaming ourselves or others



# FIVE IMPORTANT PERSONAL LEADERSHIP SKILLS

- 1. PUT OUR ATTENTION ON OTHER PEOPLE AND THE TASK IN HAND**  
Give our full attention to another person or the job we are doing
- 2. THINK ABOUT AND ASK OTHER PEOPLE INTERESTING QUESTIONS**  
Ask people questions which will release their intelligence and then listen with complete respect, rather than coming up with solutions
- 3. APPRECIATE OURSELVES AND OTHERS WELL AND OFTEN**  
Appreciate ourselves and other people for what we are doing well
- 4. HANDLING CONFLICT AND NEGOTIATION ELEGANTLY AND WELL**  
The ability to confront and negotiate with people at all levels effectively are essential skills
- 5. SUBJECT EVERYTHING TO CRITICAL ANALYSIS AND CONTINUAL IMPROVEMENT**  
Examine every activity to see how we can continually improve our performance without engaging in personal criticism

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# DEVELOPING MY PERSONAL LEADERSHIP SKILLS

## Skill One

Put attention on other people and the task in hand

# PAYING ATTENTION TO OTHER PEOPLE

Paying attention to other people is more than just listening well.

It is made up of a number of steps:

- *Decide to attend to their issues rather than our own*
- *Communicate that we like them and are interested in them*
- *Put any “judgementalness” or “conditionality” about them on one side*

# MAKING THE DECISION TO PAY ATTENTION TO OTHER PEOPLE

- The first step is a decision about where we put our attention. We have to decide to pay attention to the other person rather than to our own concerns and feelings.
- This is not always as simple as it sounds. We have to discipline ourselves to be present with them, not to think ahead, planning our response or the next question, but staying in the moment with what they are actually communicating.

# SHOW PEOPLE THAT WE LIKE THEM AND ARE INTERESTED IN THEM

- It isn't hard to show people that we like them and are interested in them and what they have to say;
- For example, we can ask them what they think about things;
- We can say 'Thank you!' to people for the things that they do;
- We can tell them about what we liked about their work or their approach;
- We can even take the big risk and actually tell them that we like them!



# DEVELOPING THE ABILITY TO BE NON-JUDGEMENTAL AND UNCONDITIONAL

- Being non-judgemental requires us to be aware of and able to recognise when we are acting on feelings or prejudice;
- Remember, a prejudice is any feeling or opinion that is not rooted in fact ;
- When we notice that we are thinking, feeling or saying things about people that we work with that are generalisations or based upon a stereotype we must check our perspective and if it is inaccurate, correct it.

# DEVELOPING MY PERSONAL LEADERSHIP SKILLS

## SKILL TWO

Think about and ask other people interesting questions

# ASKING INTERESTING QUESTIONS

- Asking “interesting questions” is more effective than coming up with solutions
- “Interesting questions” will lead us in a positive direction towards overcoming the difficulties that we face
- As a starting point, ask a positive question, such as:
  - *“What is going well since we last met?”*and then a question inviting critical analysis, such as:
  - *“Where do you find things difficult?”*
- Whilst the other person talks, listen with complete respect and put all judgement about them to one side
- Summarise what they have said in order to communicate that we are really listening and to check out that we have heard accurately

# CONFRONTING A PROBLEM WITH SOMEONE

- Begin by asking interesting questions
- Give feedback about how you see the situation
- Summarising what has been said about the present situation so as to hold things up to the light
- Reflect back peoples' feelings to them if they are clearly very emotional and you are comfortable about doing so
- Allow silence/space for the person to think deeper
- When you have a good understanding of the situation
  - Explore the options for change
  - The possible consequences and risks

# DEVELOPING MY PERSONAL LEADERSHIP SKILLS

## SKILL THREE

Appreciate ourselves and others well and often

# THE IMPORTANCE OF APPRECIATION

Appreciation is the “oil” that enables people who work together to work well.

We need to:

- appreciate ourselves for what we do well
- appreciate other people for their efforts
- appreciate other people for what they have done well in their efforts
- be specific not general about what we appreciate
- always ensure that we are sincere in our appreciation - don't be instrumental in our motives

# UNDERTAKING SELF APPRECIATION

To undertake effective self-appreciation we can begin to appreciate ourselves out loud and without reservation:

- *with appreciative, positive words*
- *with a proud posture*
- *with a pleased expression*
- *with a pleased tone of voice*

# APPRECIATING OTHERS

When appreciating others:

- Be honest, genuine and sincere – don't say things that you don't mean
- Don't be appreciative with an end in mind – it's being manipulative
- Be specific rather than general
- Don't overdo it – if you overdo it, people won't believe that you are sincere!



# DEVELOPING MY PERSONAL LEADERSHIP SKILLS

## SKILL FOUR

Handle confronting and negotiation elegantly  
and well

# IT MAY BE NECESSARY TO CONFRONT WHEN YOU NEED TO:

- Point out discrepancies between what people think or say they do and what they actually do
- Point out the implications of the continuation of current behaviour or performance
- Face people with the feelings experienced by you or others as a result of their behaviour or performance

# KEY PRINCIPLES FOR CONFRONTING ELEGANTLY & WELL

- Recognise that confronting is a legitimate strategy for helping people
- Handled well, it will help avoid or defuse conflict
- It will inevitably invoke feelings in both giver and receiver
- It therefore has the greatest risks attached to it
- It requires good preparation and thoughtfulness

# HOW TO CONFRONT ELEGANTLY AND WELL

- Deal with the issue as soon as possible
- Be fully prepared – collect accurate data to support effective confronting
- Raise the issue clearly. Put your concerns directly without acrimony or attack
- Be respectful; separate the person from their behaviour in your mind. Ask for their perspective

# HOW TO CONFRONT ELEGANTLY AND WELL (Cont.)

- Don't make assumptions. Be open to new information or viewpoints
- If you require a change in behaviour, make it clear and get their agreement. Exercise “tough love”.
- If you need to change your behaviour, state clearly that you will do and ensure that that happens
- Clearly summarise any decisions or agreements made

# DEVELOPING MY PERSONAL LEADERSHIP SKILLS

## SKILL FIVE

Subject everything to critical analysis and continual improvement

# GIVING FEEDBACK

- Remember that feedback can be either positive and negative as long as both are constructive
- Choose the right moment – never give negative feedback to an individual in front of other people such as at a in a meeting
- Describe the behaviour quite specifically
- Avoid generalising

# GIVING FEEDBACK (Cont.)

- Speak for yourself
- Use statements rather than questions
- Give the other person an opportunity to respond
- Link the feedback to constructive changes you think the person could make



# COACHING & MENTORING

- Agree a contract for the meeting
- The coach listens firstly to the clients view . Let one person have their say and then the other, with the person speaking first.
- Some interesting questions that seem to help are:-
  - *'What have you been doing well?'*
  - *'Where do you need to improve?'*
- Move into joint problem solving
- Review the meeting to see how it can be improved

# THE HOURGLASS APPROACH TO RUNNING AN EFFECTIVE MEETING

- There are all kinds of meetings but most are characterised by lack of focus, poor discipline and lack of involvement
- The “Hourglass Approach” enables the meeting leader to clearly focus the meeting on a specific question or issue and then engage everyone at it in thinking through and developing effective answers or solutions



# THE LEADERSHIP DEVELOPMENT FORMAT

- What has been going well since we last met?
- What is the present situation that you face - strengths and difficulties?
- What will you need to do if you are seeing to it that everything goes well?
- What might get in your way?
- What support do you need to overcome the difficulties?
- How could this meeting be better next time?

# THE KEY COMPONENTS OF AN EFFECTIVE PERFORMANCE MANAGEMENT SYSTEM

- ◆ A robust business planning process;
- ◆ A well-planned continual process improvement programme;
- ◆ A highly developed programme management system;
- ◆ The systematic review of individual performance;
- ◆ Ongoing coaching and mentoring of all staff;
- ◆ An ongoing review of the organisation's talent pool and effective succession planning;
- ◆ An effective rewards system.



# USING THE “HOURGLASS APPROACH”

- The leader asks the key “interesting question” at the beginning of the discussion
- Everyone speaks to the question (no-one speaks twice until everyone has spoken once)
- The leader pays attention to each person as they speak and may take notes if this would be helpful
- Generally, the last person to speak should be the leader, who speaks as an ordinary participant.
- Now the leader summarises the points that have been made and reflects back feelings, without going into detail (narrows down) “It seems to me that there are two or three schools of thought ....”
- Then the leader asks another question for the group to speak to and thereby opens it out again. “What are the pros and cons of the alternatives....”
- Then the leader brings it in again by summarising. “We have agreed....”.
- Move towards consensus about the things people can agree on
- IT NEEDS PRACTICE!!