

Exploring your leadership style and skills

Sandra Leggat

Professor Health Services Management

Public Health

Womenar 1 December 2016

Outline

1. What is leadership?
2. Brief overview of our research findings
3. Finding and using evidence in decision making
4. Giving and receiving feedback

The pessimist complains about the wind. The optimist expects the wind to change.

The leader

John Maxwell

What is leadership?

Think of the **worst leader** you have experienced – at work, during community activities, in your family – anywhere you witnessed the actions of someone attempting to lead others.

Write down **one thing** that you saw this person do that you think made them a poor leader on a yellow sticky note.



What is leadership?

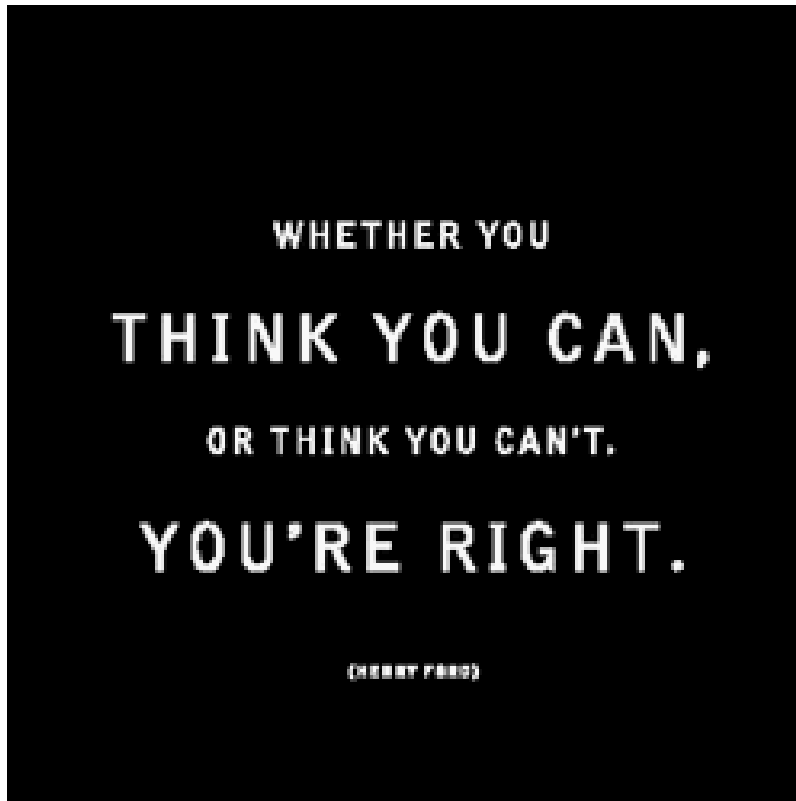


Now think of the **best leader** you have experienced – at work, during community activities, in your family – anywhere you witnessed the actions of someone attempting to lead others.

Write down **one thing** that you saw this person do that you think made them an excellent leader on a blue sticky note.

What is leadership?

Now compare your notes with your tablemates and we will see if any themes emerge.



Research projects (with published results)

Innovation Learning Sets

- Leggat SG, Balding C & Anderson JA (2011) Empowering healthcare managers in Australia: an action learning approach. *Health Services Management Research* 24(4): 196-202.

Clinical Leadership for Quality and Safety (CLIQS)

- Leggat SG, Smyth A, Balding C & McAlpine I (2016) Equipping clinical leaders for system and service improvements in quality and safety: an Australian experience. *Australian & New Zealand Journal of Public Health* 40(2): 138-143

Management Competency Assessment Program (MCAP)

- Liang Z, Leggat SG, Howard P & Koh L (2013) What makes a hospital manager competent at middle and senior levels? *AHR* 37(5): 566-573
- Liang Z, Howard P, Koh L & Leggat SG (2012) Competency requirements for middle and senior managers in community health services. *Australian Journal of Primary Health* 19(3): 256-63.

Research projects (publications in process)

- Process Redesign in Hospitals (Stanton, Gough, Bamber, Leggat, Bartram, Sohal)
- Emotional Intelligence in Aged Care (Karimi, Leggat, Bartram)
- Strategic Quality Systems in Health Care (Balding, Leggat)

Relevant Findings

- Leaders often feel alone in their ‘incompetence’, although others have many of the same issues. Do not be afraid to ask...
- You can develop your skills as a leader through many mechanisms - courses, mentoring and practice – you are not just ‘born with it’.
- Supervisors and peers rate more highly than managers/leaders rate themselves – useful to gather this feedback.
- But subjective ratings tend to be more positive than objective tests – in some cases managers/leaders do not know what they do not know.
- Particular weaknesses in skills in evidence-informed decision making.
- EI can improve with training, and is noticed by others.
- Giving and receiving feedback is hard, but essential.

Finding and using evidence

What is likely to happen and how can we be prepared?

What happened, why did it happen and how can we improve?

What happened and how do we compare?

What happened?

Kirk or Picard?

Giving feedback

- Create safety
- Give feedback often (there should be no surprises at performance appraisal)
- Gather concrete data (book one hour a week to make notes on employee performance that week)
 - specific behaviours
 - the impact of the behaviour
 - what you want the person to do differently
- Don't assume you are correct – ask questions to learn the full picture
- Follow through – no behaviours can be changed with one communication

What can you do to create safety for receiving and giving feedback?

Getting feedback

"The only way to discover your strengths is through feedback analysis"

Peter Drucker



www.workboard.com

- But the research suggests that most leaders don't really want honest feedback as it is uncomfortable to deal with, and therefore they don't ask for it.
- Who observes your leadership behaviours on a regular basis and is best placed to provide feedback?
- Feedback is irrelevant if there is no follow-up.

ZERO DEGREE FEEDBACK

IN THIS REVIEW, I'LL PRETEND I CAN ACCURATELY CHARACTERIZE YOU WITH A TWO-DIGIT RATING AND YOU PRETEND THIS IS A MEANINGFUL PROCESS OF SELF-REFLECTION



Thank you