

## Leadership

Early studies into leadership worked on the premise that leaders were born, not made. They tried to identify which personality traits indicated that you might be a good leader, and various “trait theories” developed from this work. However, apart from “charisma” (which no-one could ever really define), no common themes were ever identified, and this approach was discredited.

The next stage was to look at how leaders behave. Researchers identified seven styles of leadership, ranging from “boss-centred” to “subordinate-centred”, which have some resonances with consulting styles and behaviours. The seven styles were:

1. Tell – make the decision and announce it, and expect everyone to follow
2. Sell – try to persuade by making a good sales “pitch”
3. Discuss – present the decision and allow questions
4. Negotiate – present a tentative decision, but be prepared to change this after discussion
5. Consult – hold the discussion before making the decision
6. Delegate – leader enables team members to make the decision – possibly from a limited range of options that s/he is happy with
7. Collaborate – shared decision-making

From this work, two different dimensions were identified:

- task-centred leadership (focussing on what needed to be achieved, deadlines, organisation, planning etc), and
- employee-centred leadership (focussing on good relationships between people, participation, cooperation, etc).

The idea was that any given situation might best be handled by high or low task centred leadership combined with high or low employee-centred leadership – and the skill was in tailoring your leadership approach to the situation. Researchers such as Hersey & Blanchard developed “contingency theory” from all of this.

### ***Manager or leader?***

The manager administers; the leader innovates.

The manager is a copy; the leader is an original.

The manager maintains; the leader develops.

The manager focuses on systems and structure; the leader focuses on people.

The manager relies on control; the leader inspires trust.

The manager has a short-range view; the leader has a long-range perspective.

The manager asks how and when; the leader asks what and why.

The manager has an eye on the bottom line; the leader has an eye on the horizon.

The manager imitates; the leader originates.

The manager accepts the status quo; the leader challenges it.

The manager is the classic good soldier; the leader is their own person

The manager does things right; the leader does the right thing.

Warren Bennis “*On Becoming a Leader*” 1989

More recent work has concentrated on distinguishing between leadership and management, and in identifying that one of the key skills of leaders is the ability to

influence others without depending on their position in a hierarchy. They become leaders because of the decision of others to follow them – this model has become known as “transformational leadership”.

The current thinking is that leadership is something we can all learn to do – there are certain approaches, attitudes and behaviours which, if you espouse and exhibit them, will improve your ability to lead – a bit like applying consultation models to your own consultations in order to make you a more patient-centred doctor.

Kouzes & Posner, in their book *The Leadership Challenge* have identified 5 characteristics of transformational leadership:

1. Challenging the process – by encouraging others to come up with new ideas and approaches to problems, by encouraging innovation and being prepared to take (some) measured risks.
2. Inspiring a shared vision – by creating or articulating a dream or vision of the future which engages others and draws people in.
3. Enabling others to act – by encouraging team-working, and seeking the support and involvement of others
4. Modelling the way – by behaving with integrity and consistency, thereby gaining the respect and trust of others
5. Encouraging the heart (maintaining and building morale) – by recognising and celebrating the achievements and commitment of their staff.

It is worth emphasising the link between being a leader and being forward thinking – the very term “leader” indicates that you are not expecting to stand still – you are leading people *somewhere*. So the ability to look ahead, to articulate a vision, is vital.

There are many, many books on leadership (look at your nearest station bookstall!), many of them rather American, some of them complete rubbish, and some of which stray into the area of personal effectiveness. Stephen Covey has written two books – *The 7 Habits of Highly Effective People*, and *The 8<sup>th</sup> Habit* which make clear the link between leadership and personal effectiveness – if you are going to be a good leader, then it’s not all about what behaviours you show on the outside – you need to have mastered a lot of the internal stuff (self-management) first. They are well-worth reading if you are interested in this area. My favourite book on leadership is Richard Olivier’s *Inspirational Leadership* in which he analyses Shakespeare’s Henry V, and identifies four different styles of leadership (good king, earth mother, medicine woman, and warrior) – the idea being that in order to be an effective and well-rounded leader we need to be able to demonstrate all of these facets.

### **Areas that could be discussed during groupwork:**

#### ***Questions for you:***

What experience have you had of good or bad leaders?

What made them good or bad?

How good a leader do you think you are? What leadership behaviours do you regularly show?

What might make you a better leader? How could you develop your leadership qualities?

***To think about in your practice:***

Who are the people who look ahead, solve problems, take up ideas and implement them, display wisdom and sound judgement, smooth things over when needed and provide encouragement, rally the troops and inspire the staff? These are people showing leadership qualities. Are they given the opportunities to lead?

*Leadership at every level* is a workbook by Jeanne Hardacre which is about leadership in the NHS and gives a good introduction to all of this. Its title encapsulated one of its main themes – that organisations don't just need good leadership at the top – they need it at every level. So in a practice, whether you're the most junior receptionist, the Senior Partner or the GPR, you need to be looking ahead, finding ways of solving problems and implementing new ideas etc.

Written by: Martyn Hewett

*"If you want change, be the change you want"*

Ghandi



## **Hard questions for would be leaders**

- Do you lead consistently in a way that inspires followers to trust you?
- Do you hold people accountable for their performance and promises?
- Are you comfortable delegating important tasks to others?
- How much time do you spend developing other leaders?
- How much time do you spend communicating your vision, purpose and values? Do people down the line apply your vision to their day-to-day work?
- How comfortable are you sharing information, resources, praise and credit?
- Do you energise others?
- Do you consistently demonstrate respect for followers?
- Do you really listen?

# Getting results from leadership

## John Adair's three circles



- **Task needs** include setting a clear goal and objectives, and organisation and management of the process.
- **Team needs** are things like effective interaction, support, shared work and communication within the team and with other teams.
- **Individual needs** will of course vary from person to person, but the effective leader will pay attention to, and deal with, how each person is behaving and feeling.

## Organisational climate

Environment of an organisation – the “climate”

1. Its flexibility
2. Sense of responsibility
3. Level of standards
4. Accuracy of performance feedback and rewards
5. Clarity people have about mission and values
6. Commitment to a common purpose

## Leadership styles

Leadership styles are the patterns of behaviour adopted by a leader. They include many practical activities like:

- Listening
- Setting standards and targets
- Developing action plans
- Directing others
- Giving feedback
- Supporting and challenging others
- Developing members of the team, and
- Establishing effective working relationships with members of the team

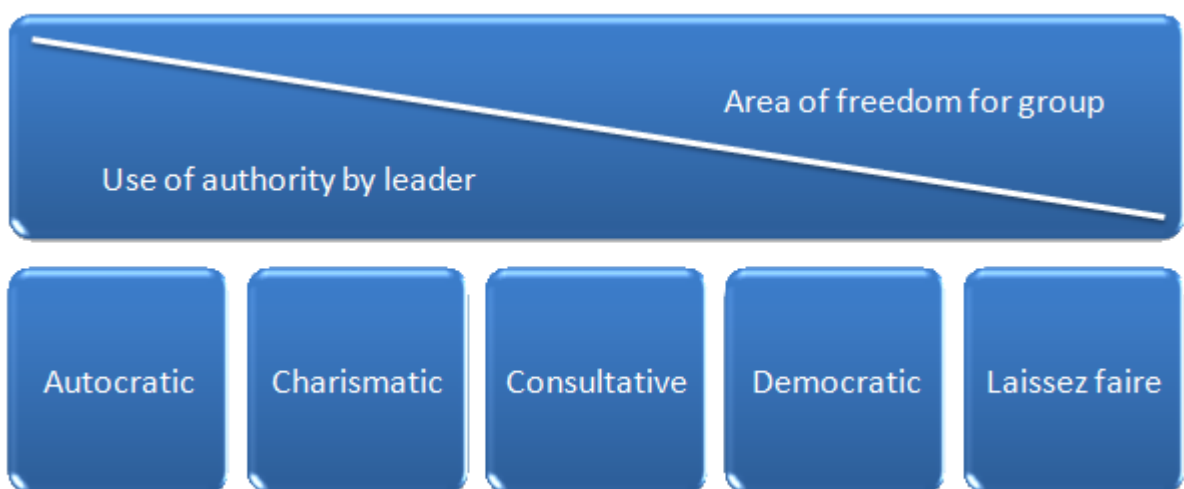


## Using different leadership styles

<p><b>Coercive leaders</b></p>	<p>Tells people what to do, expects immediate compliance, reinforces to ensure it</p>	<p>Demand immediate compliance</p>	<p><i>“Do what I say”</i></p> <p>Often destructive, can be occasionally used in difficult circumstances.</p>
<p><b>Authoritative leaders</b></p>	<p>Provides long term direction and vision for others, explains the 'big picture'</p>	<p>Mobilise people toward a vision</p>	<p><i>“Come with me”</i></p> <p>Requires enthusiasm and clear vision. Most effective leadership style generally. Leader states direction but allows people leeway to devise their own means, gives clear performance feedback. May not work in a team of peers or experts.</p>
<p><b>Affiliative leaders</b></p>	<p>Creates harmony among the team and between self and team members,</p> <p>considers the whole person</p>	<p>Create emotional bonds and harmony</p>	<p><i>“People come first”</i></p> <p>Values peoples emotions more than tasks / goals. Owns emotions openly. Focus on praise can allow poor performance to continue uncorrected or give the impression that mediocrity is tolerated – so use in conjunction with authoritative style.</p>
<p><b>Democratic leaders</b></p>	<p>Builds commitment among the team by involvement,</p>	<p>Build consensus through participation</p>	<p><i>“Lets...”</i></p> <p>Increases flexibility and responsibility,</p>

	generates new ideas with the team, aims for consensus		Requires more meetings, can leave people feeling directionless. Can generate new ideas.
<b>Pacesetting leaders</b>	Leads by example, focuses on accomplishing tasks to high standards of excellence, expects team members to follow	Expect excellence and self direction	<p><i>"Do what I do"</i></p> <p>Pacesetting leaders set high standards and exemplify them. Can destroy climate. People need to see how what they are doing fits into the overall vision.</p>
<b>Coaching leaders</b>	Focuses on the long term development of the team, supports through advice and encouragement.	Develop people for the future	<p><i>"I believe in you, I am investing in you, I expect your best efforts"</i></p> <p>Counselling style. Helps develop people. Encourages delegation. Looks at strengths and weaknesses.</p>

### Another leadership style set



- **Autocratic**

Leader decides

Leader informs staff of decision

Leader ensures necessary action taken

- **Charismatic**

Leader decides

Leader “sells” necessary action to staff

Leader ensures necessary action taken

- **Consultative**

Leader asks for information before making decision

Leader makes final decision

Leader ensures necessary action taken

- **Democratic**

Leader joins staff as equal, ensuring that everybody has input

Staff and leader take collective responsibility for action

Leader provides support

- **Laissez faire**

Leader leaves staff to make own decision

Leader is informed by staff of decision

Staff take responsibility for action

## **Vision**

- Reframing, transforming
- “Aha, now I see it”
- Understandable
- Live the vision
- Remember, the vision is just a dream without the work of others



## **Leaders need...**

- Room to move
- Self-belief
- Awareness of other worlds
- A capacity for loneliness

## **10 Steps to effective leadership and management**

### 5 Process steps

- 1. Listen to other people
- 2. Think about what they have said
- 3. Exercise judgement- come to a decision
- 4. Explain your decision and persuade others
- 5. See it through with courage

### 5 behaviour steps

- 1. Demonstrate your commitment to the work of your organisation and your belief in service improvement.
- 2. Respect the people you work with and take delight in their development.
- 3. Exercise empathy- put yourself in other people's shoes
- 4. Build trust by acting with integrity and living your values
- 5. Act with humility and be willing to learn

As GP's we have many of these skills all ready, what matters is:

What matters is what you say, what you do and how you behave.

Jo Swallow 2013.