

How collective leadership helps to deliver an 'Outstanding Care'?



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Football team at my school



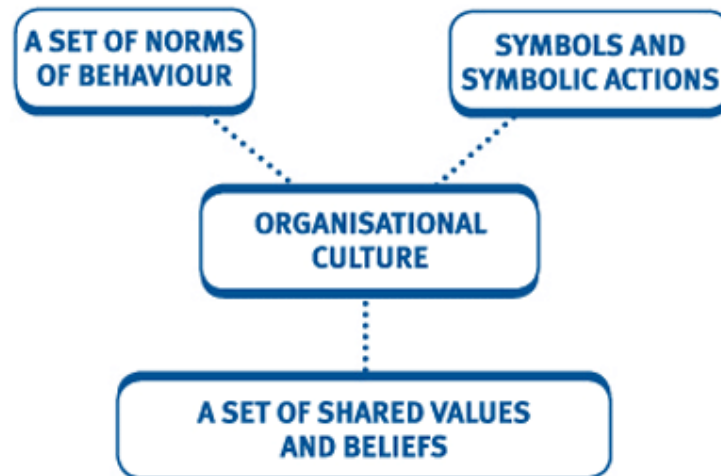
Collective leadership?

Everyone taking responsibility for the success of the organization.



1. Collective Leadership Culture

Culture reflects what an organization values: Quality, safety, productivity, survival, power, secrecy, justice, humanity and so on.



Courtesy: Kaplan

2. Identifying and empowering leadership

- ▶ Choosing the key players to lead in front line.
- ▶ Choosing people with passion to do ongoing learning.
- ▶ Individual plans to develop their leadership behaviors.
- ▶ Sense of direction from care manager
- ▶ Reiterating the vision
- ▶ Clarity on allocated responsibilities.
- ▶ Enabling to lead new initiatives on their own with minimum support
- ▶ Developing trust in new leader's abilities.



3. Learning organization

- ▶ Regular review of the performance at an individual and organizational level.
- ▶ Individuals taking new qualifications in line with organizational vision
- ▶ Learning from mistakes
- ▶ Identifying opportunities to improve – never stay stagnant.
- ▶ Action oriented leadership



What did we do in our care home?

- ▶ We identified the front line leaders. (RGNs, health care assistants, head chef etc).
- ▶ Provided them with leadership training which involved leadership behaviors, being a follower, positivity at work and self awareness.
- ▶ Encouraged them to do qualification that improved their clinical and management skills.
- ▶ Let it go – enabled decision making at the front line.
- ▶ This shifted the culture of the organization directed to problem solving and improvement.



Curious to know after all that hard work?



Themes identified from my research?



Did we win the tournament?

- ▶ Yes we did!! We never forget that tournament.



References

- ▶ Kings Fund (2014) Developing Collective Leadership for HealthCare. Kings Fund Publications: London.
- ▶ Kings Fund (2013) Patient Centred Leadership: Rediscovering our purpose. London: Kings Fund Publications.
- ▶ Chirichello Michael (2004) Collective Leadership: Reinventing the Principalship, Kappa Delta Pi Record, 40:3, 119 – 123.
- ▶ Theophilos Issac (2017) Collective leadership in care homes: An evaluation of factors that facilitates or hinders progression from traditional individualistic leadership style.
- ▶ Kaplan (2012), <http://kfknowledgebank.kaplan.co.uk/KFKB/Wiki%20Pages/Organisational%20Culture.aspx>



If you don't allow people to contribute, to offer their point of view, or to criticize what has been put before them, then they can never like you. And you can never build that instrument of collective leadership.

— Nelson Mandela —

AZ QUOTES



**THANKS
FOR
LISTENING**