



Pioneer Scheme Half-day Learning programme

Wednesday 15th May 2019

KNOWLEDGE EXCHANGE

GP leadership and resilience

With David Taylor (Principal lead Project Lift) and Kerri Neylon (GP and CD for Glasgow City HSCP NW)

1) What were the key learning points from this session?

- **Project Lift** was set up in recognition that there were challenges ahead for the NHS, to encourage a new style of leadership to rise from the complexity, to see above and beyond what faces us today, to see what we will face tomorrow. It aims to identify, support, enhance and grow leaders at all levels.
- What is leadership?
 - An **activity**
 - What individuals “do” to mobilise other people in an organisation or community to do “adaptive work”
- Keith Grint’s typology of leadership
 - This gave a typology of problems and decision styles
 - Critical → Command
 - Tame → Management
 - Wicked (Adaptive) → Leadership
 - The above moving from hard or directive leadership to softer style that asks more questions and involves a more collaborative approach.

- For e.g if there is no solution, holding people around the problem allowing space together to work out the problem and solution. Analysis is key.
 - Creating an environment, building relationships
- The importance of **Compassion, Collection and Collaboration**
 - Compassionate leadership creates necessary conditions for adaptive change.
 - Collaboration in coming together there is a recognition that both parties will lose something, for the benefit of the system.
- **Resilience** is our armour for stress.
 - Highly resilient people remain **resourceful, adaptable and energised** even during times of stress.
 - We can all improve our resilience. How can I as an individual improve my resilience? Starts with **recognising** my current state. And deciding what **actions** are required.

2) What changes to practice might you consider?

- Recognise that leadership can happen at all stages of our career and in all levels of staffing. Reflect on others around us, how they lead? What did we like about their leadership style? What would I do differently?
- Take opportunities to lead in small projects, reflect on how we lead, did we lead with compassion? Did we manage to involve others in the process?
- Reflect on our RCI specifically the areas that we scored lower on and take action to improve our resilience in these specific areas. Constantly revisit this as our resilience can change at different times and in different environments.

3) Any useful resources to share?

- <https://www.projectlift.scot/>
- <https://www.roffeypark.com/resilience-capability-index/survey/>
- Keith Grint's Typology
 - <https://www.youtube.com/watch?v=FFpO9I4RYTE> this is a small clip of him giving some examples of leadership/change. You can find various other resources online expanding on the typology.
- New Power by Jeremy Heimans and Henry Timms
[https://www.amazon.co.uk/New-Power-Mass-Participation-Changing-World/dp/1509814183/ref=tmm_hrd_swatch_0?encoding=UTF8&qid=&sr =](https://www.amazon.co.uk/New-Power-Mass-Participation-Changing-World/dp/1509814183/ref=tmm_hrd_swatch_0?encoding=UTF8&qid=&sr=)
 (suggested by David Taylor)