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Consulting Ltd.

Reframing leadership for the care sector in the 21st century

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*'helping you make
it happen...'*

- Outlining the leadership challenges
 - Brief review of the literature
 - What leadership theory offers and doesn't
 - Making the case for change
 - What this would look like in practice
- And**
- How to get there

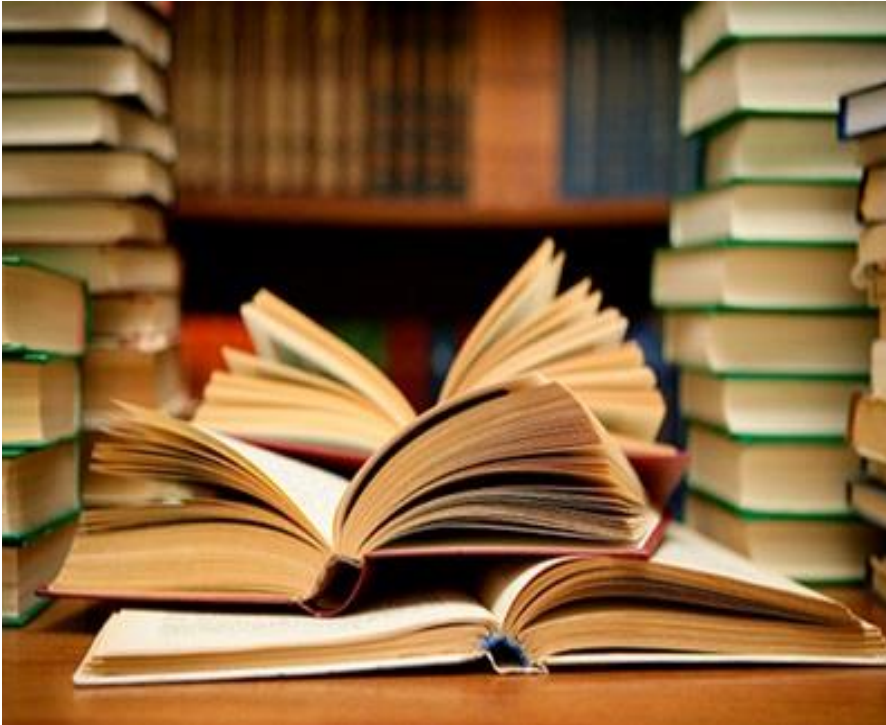
First a personal story ...

Then, an organisational story ...

- Changing resident need
- Increasing stakeholder expectations
- Quality
- Effectiveness
- Policy
- Regulation
- Fees
- Workforce
- Technology
- Size



What does existing leadership theory have to offer?



A good theory:

- Describes things of interest
- Explains or suggest relationships between variables
- Predicts consequences

Leadership theory

Five main schools of thought:

- **Great Man**

- **Trait**

Good leaders possess the 'right' combination of leadership qualities

- **Situational**

its all about context

- **Relational**

Followership

- **Systems**

Hybrid/ means what you want it to mean ...

Leadership theory – a critique

- leadership theory rests heavily on **case studies** of individual leaders reviewed **retrospectively** after events have dictated they are a success
- too much emphasis on attributes such as charisma
- underplays the role of executive power, budgets etc
- may retrospectively explain the difficulties individuals experience in achieving leadership in particular contexts but **limited predictive ability**
- overly dependent on insights gained from case studies of individuals with **full executive power** and straightforward **hierarchical management structures**

Reframing leadership



From

- single 'heroic' leaders of single organisations, taking responsibility for 'driving' the whole process and acting as a central focus for everyone else's collaborative effort

Reframing leadership

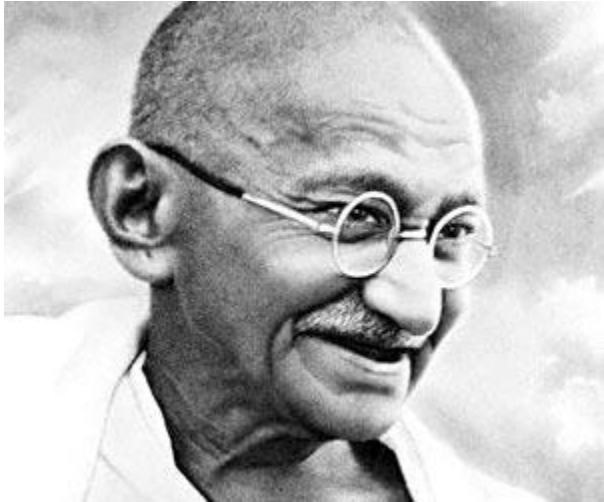
To being about

- creating the environment in which others flourish and are motivated towards altruism and doing the right thing
- transforming relationships in order to transform services
- a relationship; rather than being a position of formal authority such as home manager, director, chief executive etc
- the 'community' (staff, residents, other agencies, shareholders) and being developed and applied within a particular context rather than being exclusively the property of individuals
- resisting the pressure to act as a god or guru who can provide magical solutions to complex problems



“I suppose leadership at one time meant muscles; but today it means getting along with people..”

Mahatma Gandhi
(1869 – 1948)



So what does this look like in practice?

1. Understand that **'change starts with me'**
2. Harness the **latent capacity/social capital** that exists
3. **Everyone is a leader**, encourage acts of leadership, outside and beyond the formal leadership system
4. Value and extend your **networks**
5. **Transforming services depends on transforming relationships**
6. **Leadership is an activity** that occurs within a relationship rather than being a position of formal authority such as home manager, chief executive
7. Leadership is **not the property of individuals**, it is a process that emerges within a particular context
8. Having and maintaining a **clear vision**
9. Actively seeking and valuing **diverse perspectives**
10. **Asking good questions** rather than having all the answers!

Can good leadership be learned?

- Absolutely!!!!
- Step 1 = awareness – diagnostics
- Core knowledge
- Skills
 - Critical thinking, accessing and using evidence
 - Personal presence and impact
 - Tools and techniques
 - Relational skills, emotional intelligence
- Practice and feedback key

So where do we go from here?

“If there is anything we wish to change in another person, we should first examine it and see whether or not it is something that could be better changed in ourselves”

(Carl Jung)

“We must become the change we wish to see”
(Gandhi)

“Never doubt that a small group of thoughtful committed citizens can change the world. Indeed, it is the only thing that ever has.”

(Margaret Mead)

To conclude



- Leadership as a process
- Co produced in a particular context
- We can all be heroes (and not just for one day!)





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Thank you

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