

positive

About Leadership

Nottinghamshire Healthcare
NHS Trust



“GETTING TO GRASP, GRIP AND GRAVITAS”

.... - LESS “R”s, MORE “G”s PLEASE!



30TH November 2009

Professor Mike Cooke
Chief Executive



INTRODUCTION

2 “C”s get cross about 4 “R”s and feel good
about 4 “G”s

..... or is it just another input on leadership?



2 “C”s – Coltrane & Cooke



*I don't
like 'R's*



I like 'G's



BOARD LEADERSHIP

4 “R”s

- Reticence
- Reluctance
- Resistance
- Risk Aversion
- Robust, Reflective

4 “G”s

- Good Governance
- Grasp
- Grip
- Gravitas
- Granularity to



START POINT

- You need a forward looking Board
-which is effective
- To drive the organisation to success
- Developing good Boards is about leadership
- Leadership is about you and what you want for patients
- We all want a Board which adds value not overhead



KNOWING WHAT GOOD LOOKS LIKE?

STEP 1 - GRASP

- Environment – internal/external
- Core Business + Values
- Opportunities + Risks
- Assurance
- Patient/Staff Opinion
- Regulation
- Quality
- Decision-making/Trajectory



KNOWING WHAT GOOD LOOKS LIKE?

STEP 2 - GRIP

- Trajectory
- Performance +Self Regulation
- Risk
- Partnership
- Brand
- Behaviours – hygiene/etiquette [more later]
- Reputation
- Scrutiny [Sub Committee]
- Assurance [Board]



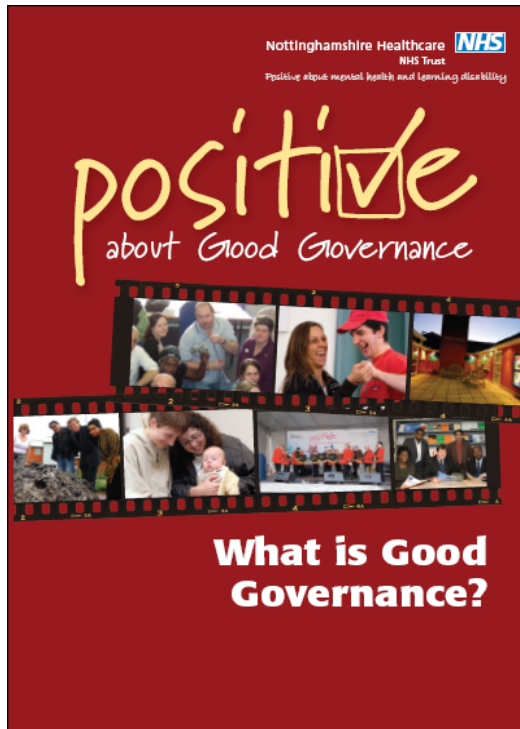
KNOWING WHAT GOOD LOOKS LIKE?

STEP 3 - GRAVITAS

- The walk-in factor
- We are here, we are present
- Exude pride
- AGM
- System influence
- Networked with purpose
- Role [e.g. Exec/NED] Strategic, Assurance clarity



GRASP, GRIP, GRAVITAS



Require – good governance and great leadership



EXAMPLE ONE

2010 Calendar of Board & Related Meetings

Appendix 1 – Timetable for 2010 Board, Committee and other important meetings:

Provisional 2010 Calendar of Board and Related Meetings

DECISION MAKING GOVERNANCE

Meeting	Jan	Feb	March	April	May	June	July	Aug	Sept	Oct	Nov	Dec
Audit	Tues 12 10.00am		Tues 16 10.00am	Tues 28 10.00am		Tues 8 10.00am			Tues 14 10.00am		Tues 23 10.00am	
Board	Thurs 20 9.00am for 9.20am NEDs Qly Meeting	Thurs 25 9.00am for 9.20am The Forest, Mansfield	Thurs 25 9.00am for 9.20am	Thurs 29 9.00am for 9.20am NEDs Qly Meeting	Thurs 27 9.00am for 9.20am Hillbrook Unit	Thurs 24 9.00am for 9.20am Mansfield	Thurs 29 9.00am for 9.20am NEDs Qly Meeting	Thurs 26 9.00am for 9.20am Wathwood Hospital	Thurs 20 9.00am for 9.20am	Thurs 28 9.00am for 9.20am NEDs Qly Meeting	Thurs 25 9.00am for 9.20am Willesley Hall, Rampton	Thurs 17 9.00am for 9.20am
Charitable Funds					Thurs 27 1.00 pm						Thurs 25 1.00 pm	
ED			Mon 22 9.20 am			Mon 21 9.20 am			Mon 28 9.20 am			Mon 20 9.20 am
ELT	Weds 12 1.20pm for 2.00pm	Weds 10 1.20pm for 2.00pm	Weds 10 1.20pm for 2.00pm	Weds 14 1.20pm for 2.00pm	Weds 12 1.20pm for 2.00pm	Weds 9 1.20pm for 2.00pm	Weds 14 1.20pm for 2.00pm	Weds 11 1.20pm for 2.00pm	Weds 8 1.20pm for 2.00pm	Weds 12 1.20pm for 2.00pm	Weds 10 1.20pm for 2.00pm	Weds 8 1.20pm for 2.00pm
ELC at Trust Vineyard, Nottingham	Fri 29 9.45am for 9.20am	Tues 22 9.45am for 9.20am	Tues 22 9.45am for 9.20am	Tues 27 9.45am for 9.20am	Tues 25 9.45am for 9.20am	Tues 29 9.45am for 9.20am	Tues 27 9.45am for 9.20am		AGM TDC 9.45am for 9.20am EMCC*	Tues 26 9.45am for 9.20am	Fri 19 9.45am for 9.20am	Tues 14 9.45am for 9.20am
Finance & Performance	Thurs 7 9.20am		Thurs 4 9.20am		Thurs 6 9.20am		Thurs 1 9.20am		Thurs 2 9.20am		Thurs 4 9.20am	
Risk Management		Mon 15 10.00am		Mon 12 10.00am	Mon 17 10.00am		Mon 12 10.00am			Mon 11 10.00am		Mon 12 10.00am
SBIA Managers		Mon 8 2.00pm Blue Rooms DNH			Mon 24 2.00pm Blue Rooms DNH				Mon 12 2.00pm Blue Rooms DNH		Mon 8 2.00pm Blue Rooms DNH	
Remuneration (as required)					Thurs 27							

Unless otherwise stated, all meetings will be held in Meeting Room C, THQ, Duncan Macmillan House, (DNH) Executive Leadership Council (ELT) Meetings are held weekly. *EMCC – East Midlands Conference Centre

[published Aug 09]



EXAMPLE TWO – *Chilvers + Cooke [2009]*

DEMONSTRATING BOARD ETTIQUETTE

- Showing our mutual trust, respect and honesty
- Continuing our commitment to attending/preparing
- Encouraging the right Board debate
- Maintaining confidentiality and corporate responsibility
- Renewing our performance
- Behaving well



EXAMPLE THREE

Environmental Scan
[Each month]

EXTERNAL ENVIRONMENTAL SCAN



NATIONAL

MARKET

NHS EAST MIDLANDS

LOCAL SYSTEMS

MARKETING OPPORTUNITIES

INTERNAL ENVIRONMENTAL SCAN



BOARD

ORGANISATIONAL DEVELOPMENT

INTERNAL ISSUES

LOCAL SERVICES

FORENSIC SERVICES

+ Exam Question



EMPOWERING BOARDS

To achieve strong, strategic, sustainable thinking all Board members should:-

- Be encouraged with options, development, information to deal with deliberate and emergent strategy
- Participate in shared scanning of the environment
- Have information to make strategic decisions, check they are on track, and assurance on performance
- Understand the organisation, services, partnerships

NB: *Thank you to the Boards I have served on*



LEADERSHIP IS A HEADY MIX....

Cooke & Coltrane [2008/09]

**CEOs think leadership development is
a collaborative effort.... resulting in real benefit**

- Improved patient experience
- Better staff satisfaction/productivity
- Public confidence
- Clinical engagement
- Career development
- Creating development capacity



CEOs think the qualities of the best leaders are.....

- Vision
- Motivational ability
- Absolute Focus
- Great Communication
- Judgement
- Value base



CEOs believe that leadership definitions are....

- Motivating, inspiring, focusing people to change
- Doing the right things, working with and through others
- Knowing where you want the organisation to go
- Achieving results and the purpose of the organisation



AND FINALLY...

**More “G”s less “R”s please!
From the 2 “C”s**

By going back tomorrow and leading to change one thing, one thing next week, and a more difficult one next week and repeating those changes....

That’s how the big step changes happen.



We need to deliver leadership and leadership development well, do it now for everyone and sustain it. It is an absolute requirement for us all.

Good luck with meeting that challenge for yourself and for deploying it in your Board, Service and organisation.

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