

Leadership – a NICE perspective

Professor Gillian Leng

Deputy Chief Executive, National Institute for Health and Care Excellence

Things to cover

- What NICE says about leadership:
 - NICE guidance on Workplace policy and management practice
- Leadership and implementing NICE guidance
- And a few reflections from me!



“We treat our people like royalty. If you honour and serve the people who work for you, they will honour and serve you”.



Mary Kay, Mary Kay Inc

Rewarding staff

There is evidence from one wide-scale survey of managers that the use of contingent rewards (such as praising good performance) was more effective in **promoting positive attitudes at work** than using contingent punishments (eg reprimanding poor performance).



What the evidence says about managing people

There is strong evidence from 18 studies, in a variety of workplace settings (mainly health-related) that there is:

- a small to medium positive relationship between supervisor support and **employee well-being** (generally measured by job satisfaction but also employee emotional exhaustion and self-reported health)
- an association between supervisor support and **sickness absence**. The direction of the relationship depends on the context and precise nature of supervisory supportive behaviour.



“As a leader, it’s a major responsibility on your shoulders to practise the behaviour you want others to follow”.



Himanshu Bhattia, Rose International

Leadership style

There is moderate evidence from three studies, including two separate surveys of nurses and from a large-scale survey of adult employees that an authentic leadership style (involving acting in a way consistent with espoused organisational values) is **positively associated with job satisfaction and well-being**.



Authentic leadership is an approach to leadership that emphasizes building the leader's legitimacy through honest relationships with followers which value their input and are built on an ethical foundation. Generally, authentic leaders are positive people with truthful self-concepts who promote openness.

Positive leadership behaviour

There is moderate evidence from five studies that specific leadership behaviours are associated with **employee well-being**. These include:

- Regularly consulting with staff on daily problems and procedures
- Highly visible and accessible senior management
- Providing praise and recognition for a job well done
- Pushing through and carrying out changes
- Professional commitment
- Creating an emotionally supportive environment
- Critical thinking
- Explaining workforce goals and sub-goals thoroughly
- Giving employees sufficient power in relation to their responsibilities
- Taking time to be involved in employees' personal development



*“Don’t follow the crowd.
Let the crowd follow you”.*



Margaret Thatcher

“A leader takes people where they want to go. A great leader takes people where they don’t necessarily want to go, but ought to be”.



Rosalynn Carter, Former First Lady

Overarching recommendations

- Provide **consistent leadership** from the top, ensuring the organisation actively supports a **positive approach to employee health and wellbeing**.
- This should be part of the **everyday running** of the organisation, as well as being integrated in **management performance reviews, organisational goals and objectives**.



Leadership recommendations for managers

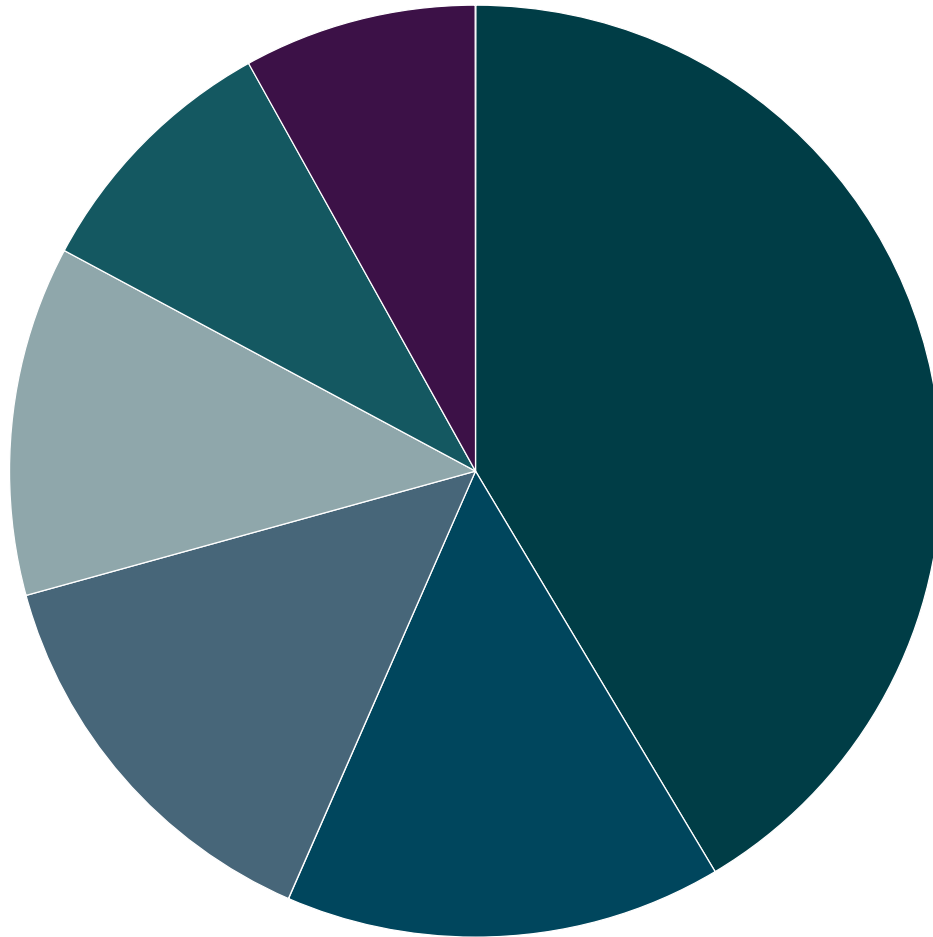
- Display the **positive leadership behaviours** that are asked of line managers, such as spending time with people at all levels in the organisation and talking with employees.
- Act as a **role model for leadership** and proactively challenge behaviour and actions that may adversely affect employee health and wellbeing.



Leadership challenges and implementing NICE guidance

Challenges of implementing NICE guidance

Results from 683 clinicians and managers in 2011



- Gaining consensus with colleagues 41%
- Training/new skills required 15%
- Lack of money 14%
- New services or equipment required 12%
- Lack of time 9%
- Other 8%

The NICE implementation strategy

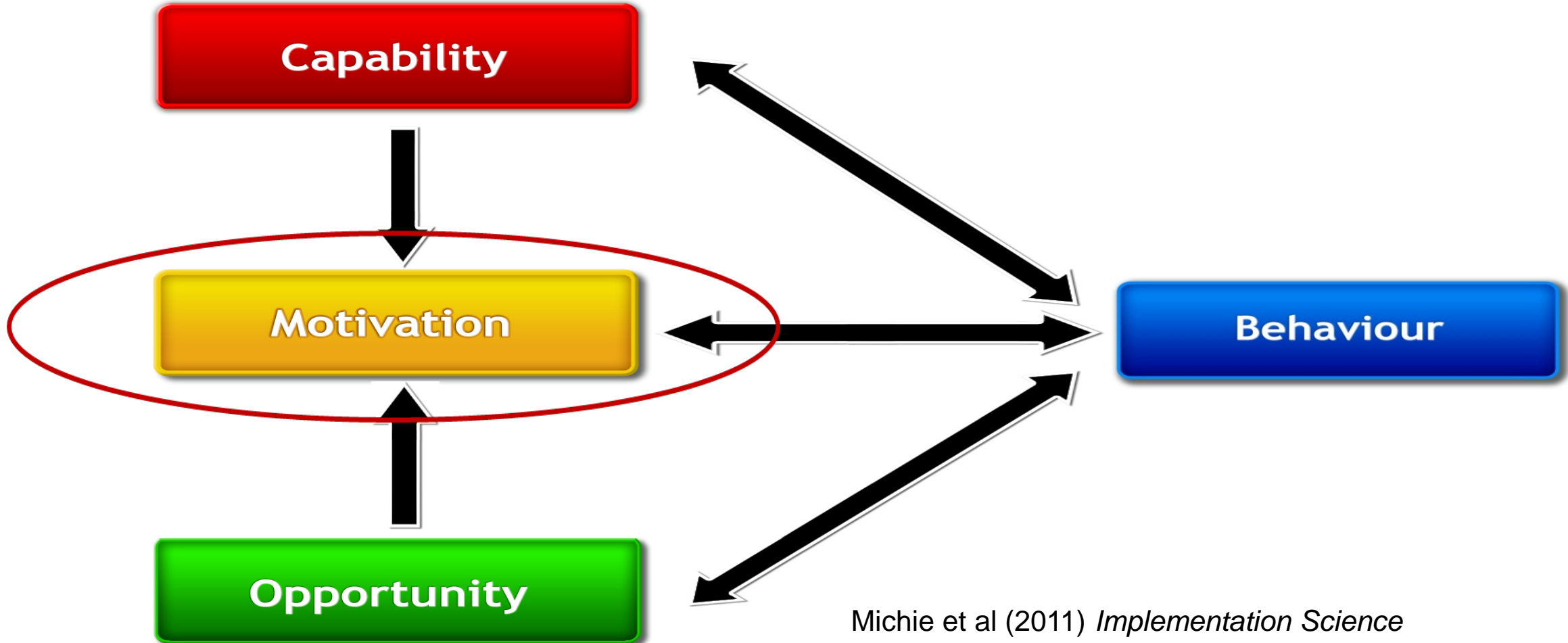
Four principles:

- **Raise awareness**
 - Disseminate and communicate effectively
- **Motivate and encourage change**
 - Use 'levers for change'
- **Provide practical support**
 - To remove some of the practical barriers
- **Evaluate impact and uptake**
 - To determine effectiveness of the strategy



Changing behaviour - the COM-B system

Behaviour occurs as an interaction between three necessary conditions



“If your actions create a legacy that inspires others to dream more, learn more, do more and become more, then you are an excellent leader”



Dolly Parton

And for me....

*...leadership means vision,
passion, determination, hard
work and support for those
around me.”*

