Employee engagement, contribution and performance

Leadership and the quality of care
Leadership and the quality of care

There are direct links between psychological health and wellbeing and the quality of care provided by health professionals and services.

Psychological health and wellbeing is heavily influenced by the behaviour of leaders in relation to those they lead. Leadership behaviour is, in turn, influenced by the individual personality, experience and the context in which they lead.

Despite the publication of a range of Quality Leadership Competency frameworks there remains a need to emphasise the behaviours of leaders in relation to others, as it is the influence of leaders on others that makes the difference between high and lower quality care.

The publication of ‘High Quality Care for All’ and ‘High Quality Workforce’ as the frameworks for the future of the NHS demonstrates a commitment to high quality that can only be achieved by effective leadership.

This leadership development programme is based on the results of research into the effective leadership characteristics that have resulted in high quality health care around the world. The programme is designed for aspiring and current leaders from all professional backgrounds who wish to acquire the behaviour characteristics that will achieve high quality healthcare and effective outcomes.

Psychological health and wellbeing

Psychological health and wellbeing is commonly associated with happiness and contentment, achieved by a range of activities involving physical exercise as well as success in personal endeavours.

Psychological health and wellbeing at work is concerned with happiness and contentment at work.

Most people spend a third of their lives in work; an increasing number are going off sick and leave their jobs because of distressful events, resulting in disruption, errors, poor performance and high costs for their employing organisation, and shattered confidence and uncertain future for the individual and for patients.

Happiness and contentment at work is a pre-requisite for high performing organisations. It ensures that employees remain at work, are less likely to be absent due to sickness, and are more likely to be committed and contribute more to their employing organisation and provide consistent high quality service.
Psychological distress at work

There are three main groups of determinants of psychological distress at work – those in leadership positions who do not possess the skills of people management, the inability of leaders to manage key events in organisations such as expansion or downsizing, and the events at work that contribute to psychological distress such as harassment, bullying and fear over job security.

Psychological distress at work
causes and effects

Primary causes
Leaders
Managers
People

Secondary causes
Change
Adverse life events
Mergers
Acquisitions
Growth and expansion
Downsizing
Collapse
Uncertainty

Tertiary causes
Harassment
Bullying
Autocratic leadership
Intimidation
Insecurity
Lack of personal control
Job insecurity
Fear
Unexpected events
Loss and bereavement
Poor performance
Isolation
Excess demands

Effects
Increased costs
Under performance
High sickness and absence
High staff turnover
Reduced profits
Poor quality
Lower market share
Recruitment difficulties
Negativity

The focus for our leadership development programme

All the evidence suggests that a culture of trust, commitment and employee engagement has a major and significant impact on the levels of psychological distress in the workplace.

Commitment and trust directly leads to employee engagement, employee involvement, employee interest and contribution to the organisation, and very low sickness and staff turnover. This has an impact on costs, profit and attractiveness in recruitment, resulting in increasing market opportunities such as increasing market share and being more competitive.

The creation and sustaining of a positive culture requires leaders to understand themselves and their own behaviours, and to learn the skills of successful interaction and communication with staff. It requires openness, transparency and integrity, as well as skills in persuasion and encouragement.
Leadership abilities

Our leadership development programme has the purpose of developing skills in leadership that results in the workplace having:

- **a clear, unambiguous purpose, expressed as a simple ‘big idea’, an idea which all the staff relate to closely, and are proud to discuss with friends and colleagues.**

- **an atmosphere of confidence, where all the staff are interested in each other, support each other, and project this confidence towards clients and customers.**

- **staff who behave respectfully towards each other, value each other’s views and opinions, work in teams which are places of mutual support, where anything is debated without a hint of humiliation, where the critique of individual and team work is welcomed, discussed and where lessons are learnt and implemented.**

- **staff who ‘go the extra mile’ by providing unsolicited ideas, thoughts, stimulus to each other, and where their interest in their customers offers something more than is expected, beyond courtesy, and beyond service, offering attentiveness and personal interest.**

- **challenges for their staff, that provide opportunities for personal development through new experiences, and which treat everyone with fairness and understanding.**

- **staff who are personally driven towards organisation and personal success - intellectually, financially, socially and emotionally.**

The approach is to help you establish and sustain a culture based on commitment, trust and staff engagement. This is the route to happiness and contentment in the workforce and is the deterrent against sickness absence and staff turnover.
Return on investment

Investing in our leadership development programme will yield the following benefits:

- Reduced levels of sickness and absence due to events at work causing psychological distress.
- Reduced staff turnover due to psychological distress.
- Increased productivity and better performance from employees and managers.
- Less management time devoted to resolving personnel issues.
- Increased involvement and contribution by employees and managers in the business and service.
- Fewer errors.
- Improved quality of healthcare.
- Improved health and safety at work.
- Improved employer attractiveness in the market.
- Greater competitive edge.
- Improved ability to adapt to change.

How will the programme help me?

This programme provides the insights into your own and other people’s behaviours at work, and how you can adjust your own behaviour to achieve high level performance from your team. High quality healthcare can only realistically be provided by people who have a genuine commitment and trust in their leaders, as commitment and trust enable individuals to give of themselves in a wholehearted manner, without fear or concern for themselves. Leaders with the ability to inspire and support their people also create a culture where everyone is behaving supportively towards each other, and are able to concentrate on their work and not on themselves.

You will acquire the skills to encourage, motivate and support your people in a way that brings out the best performance. You will acquire the skills to lead teams effectively. You will be able to practice the key skill of ‘attentiveness’ which encapsulates the ability to communicate and lead effectively. Through this process you will gain in confidence and, as a result, become even more effective.
Leadership programme

The leadership programme is based around 5 modules. These can be delivered in several ways, but the most effective is a combination of workshop, learning set and a project where the skills, knowledge and experience can be applied in practice with appropriate support.

The programme is as follows:

**Leadership**
- Self and understanding others
- Understanding situations and the environment
- The power of emerging leaders
- Leading followers and team working
- Styles of leaders and their appropriate application
- Criteria for judging successful leadership

**Leadership and psychological health and wellbeing**
- Understanding commitment, trust and employee engagement
- How to achieve commitment and trust at work
- Understanding the psychological contract
- How to create and sustain a strong psychological contract at work

**Leadership behaviour**
- Leadership competencies that reduce risk of stress
- A selection of competency frameworks for the public and private sectors
- Leadership behaviours that produce trust, commitment, employee engagement and a strong psychological contract

**Leadership interaction**
- Communication skills and leadership demeanour
- Interaction skills and managerial seduction
- Negotiation skills, positive interaction and assertiveness
- Presentation skills and public speaking

**Leading in adverse situations (preventing secondary and tertiary determinants of psychological distress)**
- Change, adverse life events, mergers, acquisitions, growth and expansion, downsizing and collapse, uncertainty.
- Harassment, bullying, intimidation, insecurity, fear, unexpected events, loss and bereavement, isolation and excessive demands.
Suitability

The programme is suitable for all leaders and managers at every level of the organisation regardless of professional background and experience.

Maximum numbers

The maximum number that will benefit at each session is 35. If learning sets are arranged as follow up to the workshops, the maximum number for each learning set is 9, which means that for the maximum attendance at a workshop there will be 4 learning sets.

Details

As this programme is delivered in different ways, the detail arrangements will be for discussion to suit local circumstances.

The modules can be delivered in 3 hour sessions or full days depending on requirements, and, if the learning set option is chosen, the learning sets last 3 hours each.

Costs

The price of the programme depends on the mode of delivery and subject to discussion and agreement.

Further information

For a discussion about this programme please contact:

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About OrganisationHealth

OrganisationHealth is concerned with promoting Psychological health and wellbeing at work.

The range of services available includes:

Consultancy
Training
Coaching

and staff surveys.

For further information please contact Barbara Leigh at barbara.leigh@orghealth.co.uk or telephone her on 0845 833 1597.

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