Resources

Exercises/Discussion questions (to reflect on or discuss with a colleague)

1. What is collective leadership? To what extent are all enabled to lead in your organisation, department or team? How could this be improved?

2. To what extent is there shared team leadership in your team? What would have to change for team leadership to be better shared in your team? What can you do (alone or with others) to influence this?

3. Where in your organisation do leaders work well together across boundaries, and where is it not happening? What would most help to transform the least effective into the most effective cross-boundary working? What can you do (alone or with others) to influence this?

4. To what extent does the leadership in your organisation involve communities in the genuine co-design and co-ownership of health and social care services? How could this be improved and what can you do (alone or with others) to make a significant difference?

5. How consistent are leadership styles and values across your organisation, in relation to authenticity, openness and honesty, humility, optimism, appreciativeness and compassion?

Questionnaires

Collective leadership – the health and social care systems of all four UK nations have a commitment to developing collective as well as compassionate and inclusive leadership. Here you can find a questionnaire already used successfully (in terms of reliability and validity) in NHS organisations. Either the complete measure or a shortened four item version (with just those items marked with an asterisk) can be used.

1. Leaders here prioritise overall patient/service user care, not just their own work area.*

2. Leaders across different departments work together to ensure high-quality overall patient/service user care.

3. Leaders here go out of their way to help each other across different departments to provide high-quality care.

4. Everyone in this organisation is expected to act as a leader in ensuring high-quality care.*

5. Team leaders encourage everyone to lead changes in order to improve the work we do.

6. We all play a leadership role in our teams in this organisation.*

7. We all listen to each other's views so we can best lead this organisation.*

8. Leadership in teams is shared rather than the responsibility of only one person.

Guidance on using this questionnaire is provided in Appendix 1.

Websites

1. The Collective Leadership and Safety Cultures (Co-Lead) programme
This is a five-year University College Dublin research project that aims to develop and test the impact of collective leadership in healthcare on team performance and patient safety. Co-Lead's approach develops the team as a dynamic leadership entity and is based on the premise that healthcare is delivered through teamwork, and teams should share responsibility and accountability for quality and patient safety. Co-Lead takes a systems approach, recognising healthcare as a complex system and identifying key points and levels of intervention as essential to enabling a collective leadership approach to create a change in culture. It is working with seven hospital groups, emphasising the importance of networks in delivering integrated, safe care.
https://www.ucd.ie/collectiveleadership/

2 Health and Social Care Collective Leadership Strategy, Northern Ireland
Northern Ireland introduced a collective leadership strategy for all of health and social care in 2017 with an emphasis on compassionate leadership, leadership being everyone's responsibility, interdependent leadership (collaborative leadership across boundaries) and shared leadership in and across teams. Evaluations of progress have been undertaken using the Culture Assessment Tool. This inspirational initiative, led by Myra Weir, is helping to develop work contexts in health and social care that enable the core work needs of staff to be better met and promote staff voice, influence and innovation.
https://www.health-ni.gov.uk/publications/hsc-collective-leadership-strategy

3. The Collective Leadership Institute (CLI)
    CLI empowers people at the individual level by building the competence
    for collective leadership and stakeholder collaboration, as well as
    dialogue expertise. Additionally, CLI builds competence at the systemic
    level by strengthening the collective capacity of collaborating actors to
    implement dialogic change and shift towards more co-creation.
    CLI offers capacity building through open courses, tailor-made courses,
    online learning, the Young Leaders for Sustainability programme and
    the training of facilitators.
    https://www.collectiveleadership.de/

4. NHS England/Improvement: Culture and Leadership resources
    NHSE/I offers a comprehensive set of evidence-based and open-
    source tools to support health and social care organisations to develop
    a culture and leadership strategy. The tools focus on developing
    individual and collective leadership, emphasising the value of
    compassion. The process involves three stages for organisations to
    work through: discovery, design and implementation. This is being
    implemented by over 100 NHS organisations across the UK as well as
    by health and social care organisations in other countries. The materials
    can be found at this website:
    *https://webarchive.nationalarchives.gov.uk/20210107182025/https://
    improvement.nhs.uk/resources/culture-leadership/*

5. The Compassionate Leadership Interview
    Chris Whitehead interviews public, private and third sector leaders who
    have adopted compassionate and collective leadership approaches.
    This builds on Chris Whitehead's book Compassionate Leadership that
    combines life experience, psychology and neuroscience for leaders
    seeking to learn how to create supportive workplaces. It is based on the
    observation that people thrive when they are involved and listened to,
    when they are growing and developing and when they are motivated
    by the vision of the organisation.
    https://www.compassionate-leadership.co.uk/

6. New Local
    New Local is an independent think tank and network with a mission
    to transform public services and unlock community power. Its recent
    report 'Community Power: The Evidence' is the first research to take a
    comprehensive view of what community power looks like – featuring
    examples from across the UK and internationally. It is also the first to
    collect and analyse existing evidence of the impact of community power.
    *https://www.newlocal.org.uk/publications/community-power-the-
    evidence/*

Videos

Collective leadership culture change in the NHS. Michael West explains that to continually improve health and social care, we must design collective leadership into NHS strategy – encouraging the participation and involvement of all NHS staff. (5 minutes 43 secs)
https://www.kingsfund.org.uk/audio-video/michael-west-collective-leadership-culture-change

Graeme Currie, Warwick Business School, describes the notion of leadership as 'distributed' or 'collective'. (5 minutes 33 secs)
https://www.futurelearn.com/info/courses/healthcare/0/steps/27531

Collective and compassionate leadership in public services - 'Nurturing work cultures for people and performance'. Michael West speaks to leaders from the Northern Ireland Civil Service. (15 minutes)
https://www.youtube.com/watch?v=PLmt8NwF9Uk)

A CCL perspective on collective leadership. Rachael Hanley-Browne, CCL's Regional Director UK and Ireland, speaking at the Corporate Research Forum Spring Symposium in 2013 and arguing that leadership comes from the bottom, the middle and the top, but begins with leadership of self. (2 minutes 24 secs)
https://www.youtube.com/watch?v=WO9SHl5MB34