

# Developing and applying your Leadership Skills in Neonatology



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# Overview

- What is modern leadership
- Why is it important
- Leadership Development can work at many levels

Self

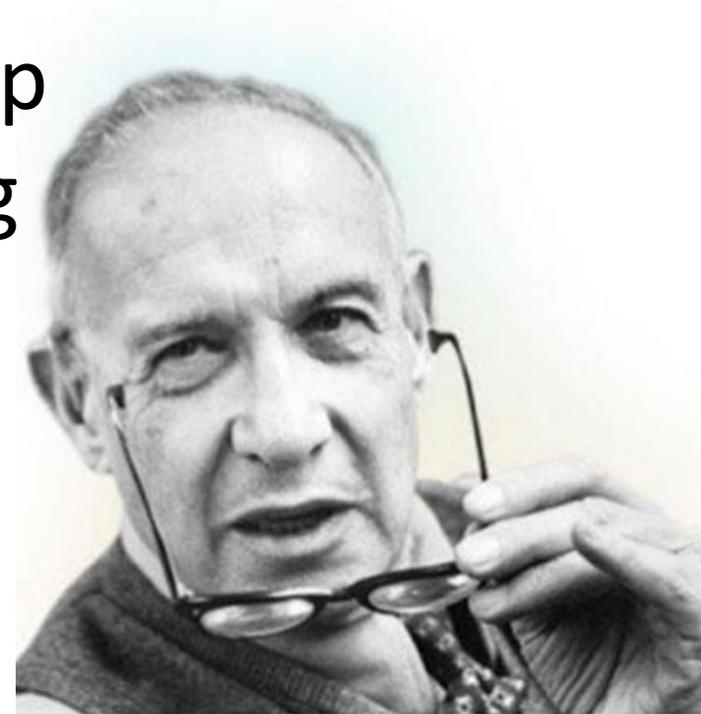
Team

System (local)

System (wide)

“Effective leadership  
is not about making  
speeches or being  
liked; leadership is  
defined by results,  
not attributes”

*Peter Drucker*



# What leadership is not

A person is not a leader just because they are

- The most senior person
- The most authoritative person
- The most popular person
- The most technically gifted person
- The most academic person



“The key to  
successful leadership  
today is influence,  
not authority.”  
*Ken Blanchard*



# What should we be influencing?



# For senior leaders? It's Culture

- Free
- Underused
- Powerful
- Experiences
- Alignment
- Belief
- “Our way”



These drive actions and results

# Why focus on “culture” leadership?

- Outcomes
- Engagement
- Professional development
- Staff retention
- Stability
- Efficiency
- Safety

= Success

# Modern Leadership is Transformational

- Development of a culture which is
  - Inspiring
  - Has a clear vision
  - Clear values
  - Roles within team
- Taking the team with them
- Generates followership
- Promotes initiative and collaboration
- Enabling
- Influential

# 4 elements of Transformational Leadership

## 1. Individualised Consideration

- Attends to and listens to each follower, giving respect, celebrates their individual contributions and successes that they make to the team and to the vision
- Mentors, coaches, challenges followers for their development needs

## 2. Intellectual Stimulation

- Challenges assumptions, takes risks and solicits followers' ideas
- Stimulate and encourage creativity
- Nurture and develop people to think independently, ask questions, come up with solutions and improvements

# 4 elements of Transformational Leadership

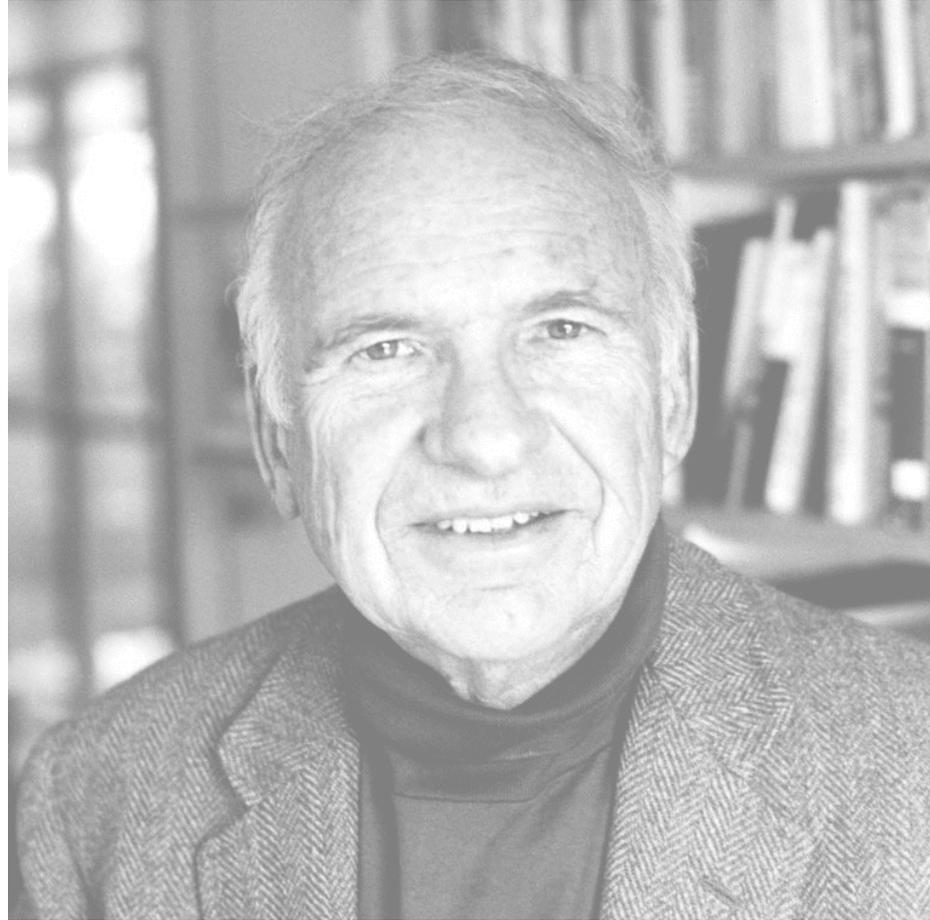
## **3. Inspirational Motivation**

- Articulates a vision that is appealing, inspiring and energetic
- Sets high standards, optimistic about future goals

## **4. Idealised Influence**

- A role model for high ethical behaviour, instilling pride, respect and trust

“Transformational Leadership is where leaders and their followers raise one another to higher levels of morality and motivation.”  
*James MacGregor Burns*



# Developing Leadership Skills

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# Taking a lead on Process Development

e.g. Guidelines / Debriefing / Incident review

- Clear
- Easy to achieve
- Meaningful (as opposed to “pointless”)
- Lean (as opposed to “bloated”)
- Outcome orientated (as opposed to “checkbox”)

# How to lead when things go well

- Define something that went well
- Ensure the recognition is shared
- What were the components that made it go well
- How can we “bottle them” to share them and use them again and again?
  
- Focus on these components – this is our team’s performance

# How to lead when things break down

- Separate results from performance – there may still be elements of performance that went well
- Remind the team of
  - Their successes and strengths
  - The vision

# Team Leadership Skills

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# Creating a vision

**Imaginable** – conveys the future clearly

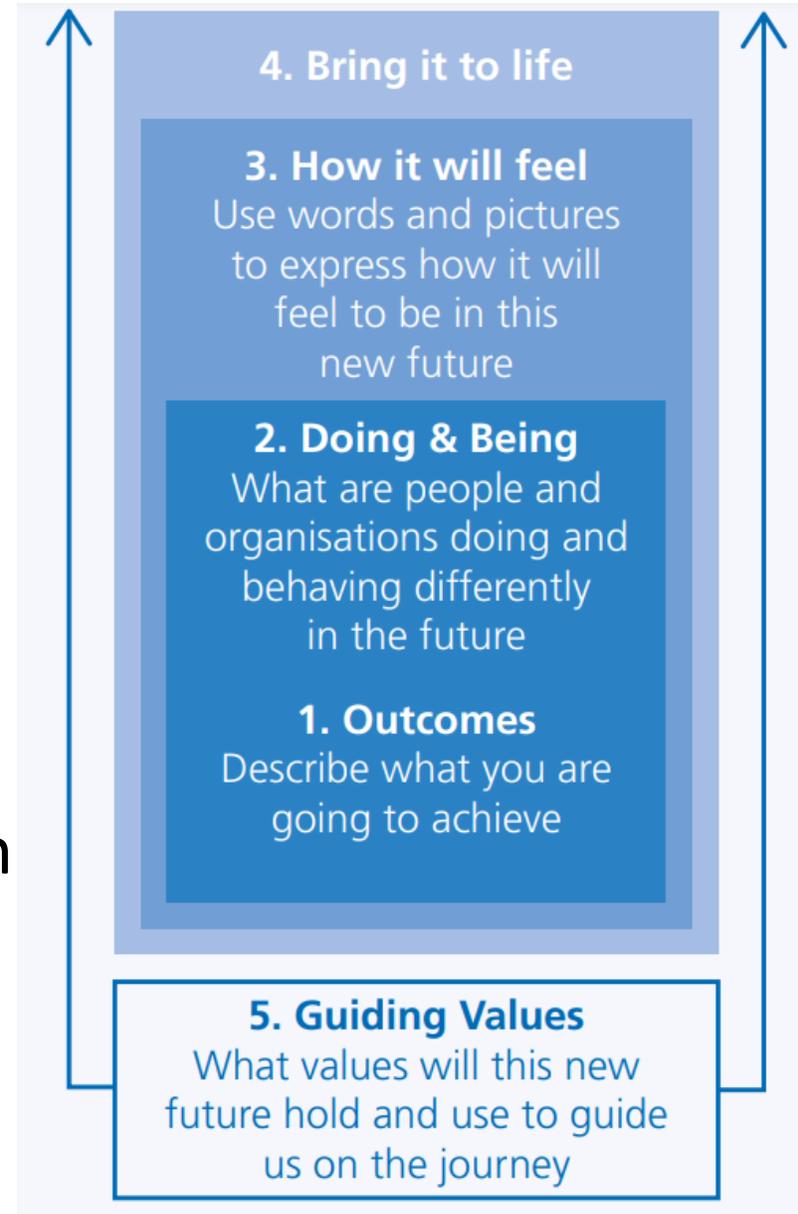
**Desirable** – appeals to stake-holders

**Feasible** – realistic and attainable goals

**Focused** – clear enough to guide decision making

**Flexible** – allow initiatives and alternatives

**Communicable** – easy to communicate and explain



# Example of a Vision

“We will be a leading neonatal unit for non-invasive care, focused on achieving the best clinical outcomes in the country”

How do we start?

Could try using some “Crazy Goals”

# “Crazy Goal(s)”

- Big enough to be ‘crazy’
- “Wouldn’t it be amazing if we could.....”
- But achievable given the right support and time
  
- Exciting – raises an emotional response
- Defined – define the timeframe to achieve it
- Constant – never lose sight of it, embed it into daily practice

# Break it down

- Is the crazy goal clear (vision)?
- What are the key components (measurables)?
- How can we influence them (controls)?
- What do we do to change the controls (actions)
  
- Daily actions need to be prioritised and targeted

Use data to evaluate the optimal measurables and controls

**Vision**

**Measurables**

**Control Items**

**Actions**

# Vision

To have the lowest BPD rates in the country

## Measurables

BPD (definition) by BW, GA      IMV at 24, 72 hrs, 7 days      Sepsis      Air leaks      Maximum FiO<sub>2</sub>      Need for PDA treatment

## Control Items

Perinatal optimisation      Delivery room management  
Non-invasive strategy      Oxygen control      PDA Mx  
Sepsis minimisation      Communication for consistency

## Actions

Evidence-based guidelines (NIV, lung care, extubation, PDA, fluids etc)  
NIV emphasis      Ward-round focus on control items  
Simulation and training      Team focus e.g. “Theme of the week”

# Practical Exercises to develop your Leadership Skills

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# “What makes you tick?” Get to know your Team

Next time you are having a 1-1 with a colleague for mentoring/supervision,

- I know at least one thing that strongly motivates this person to perform well
- Could I know any more about what motivates them?
- I know what tasks they tend to like
- I know what tasks they tend to dislike

If you knew only a little, or you knew a lot – why?

Is this a one off, or does it apply to all your mentees?

How much do they know about the vision and strategies?

# “Recipe for Success”: What were the ingredients?

Ask the team (or an individual) to reflect, in writing, on something that went well.

- Describe briefly what happened?
- What preparation went into it?
- What were the ingredients that led to success?
- Which single ingredient would help you repeat the success?

# Set a Crazy Goal

- Individual or team
- Stretch but achievable
  
- Work together on the
  - Measurables
  - Control items
  - Actions
- Help them achieve it
- Do it again.....

# Summary

Good Leadership skills, at all levels, is vital for success

- Enables individuals and teams to perform at their best
- Makes people feel valued and energised
- Structures help to become good leadership habits
  
- Provides better, safer and more effective patient care