

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

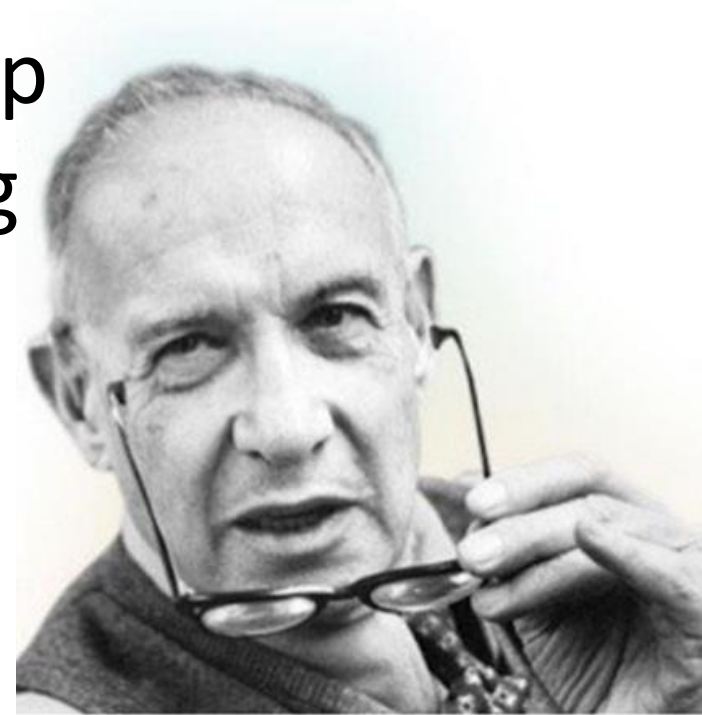
Team

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

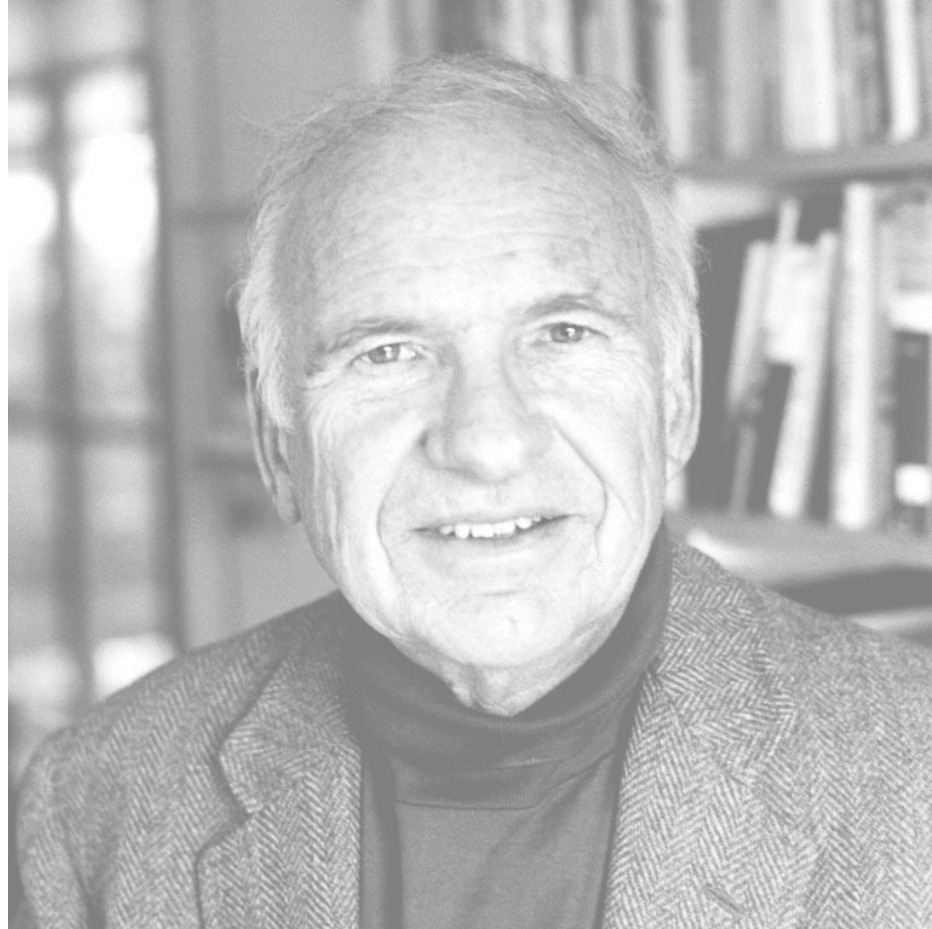
3. Inspirational Motivation

- 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

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

Creating a vision

Imaginable – conveys the future clearly

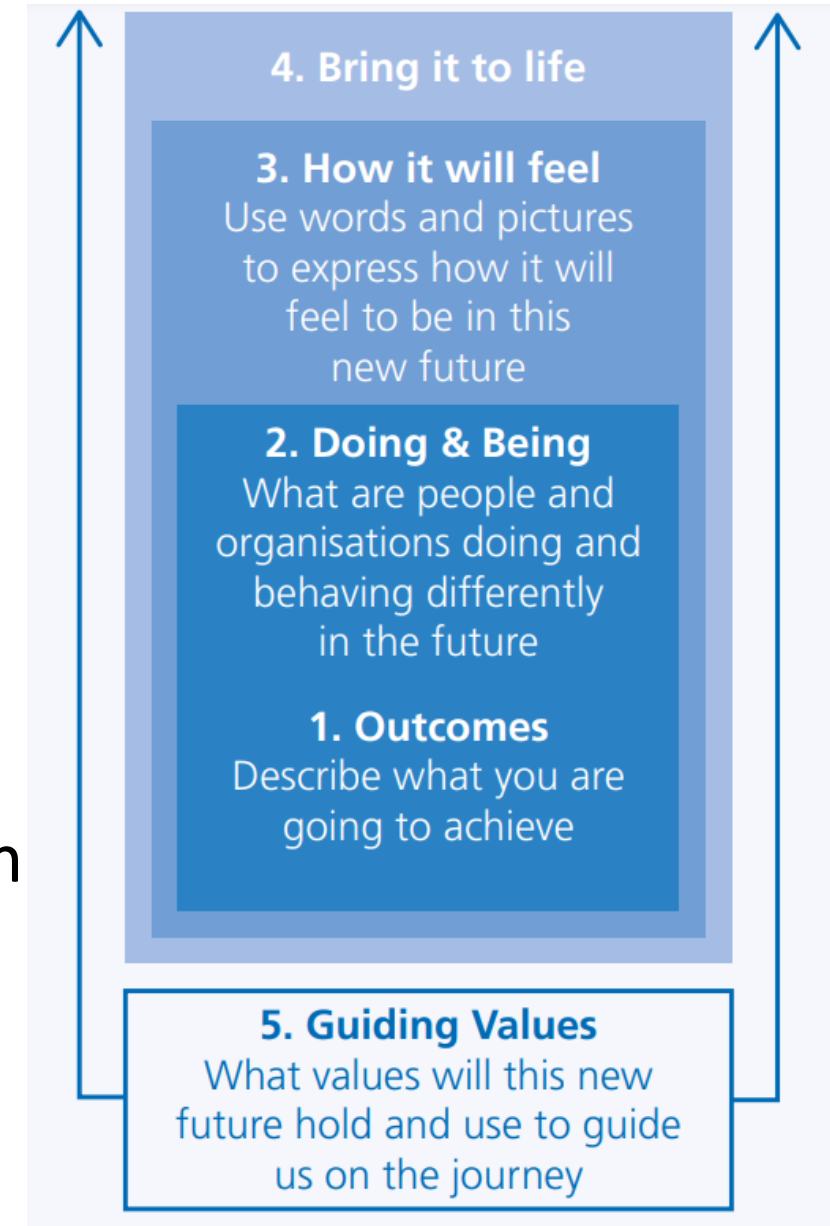
Desirable – appeals to stake-holders

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

Vision

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

Measurables

Control Items

Use data to evaluate the optimal measurables and controls

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 FiO₂ 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

“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