

## Changing Times: resources for reflection and review

When you've just got a few minutes, take a breath and have a look at:

- 'The Boy, the Mole, the Fox and the Horse': Charles Mackesy (2019)
  - Insightful reflections on journeys and destinations, good for refilling your reservoir of hope and ambition
  - *'What do you think is the biggest waste of time?' 'Comparing yourself to others'* said the mole
  - *'Most of the old moles I know wish they'd listened less to their fears and more to their dreams'*
  - *'Be curious'*
  - *'What's the bravest thing you've ever said?' asked the boy. 'Help' said the horse. 'Asking for help isn't giving up' said the horse. 'It's refusing to give up'*
  - *'What do you want to be when you grow up?' 'Kind' said the boy*
  - *'the truth is everyone is winging it'*
  - *'We have such a long way to go', sighed the boy. 'Yes, but look how far we've come', said the horse*
- NHS Horizons: <http://horizonsnhs.com>
  - Great blogs and tweets and brilliant Sketchnotes (look in their menu) to support and stretch your thinking
- Alternatively, make a cuppa and take a minute to leaf through this article. Does Jacinda Adern's approach provide any learning points? And anyway, it's not often you get to have 'Vogue' on a reading list....  
<https://www.vogue.co.uk/news/article/jacinda-ardern-leadership-style>

Describes her values and approach built on and driven by:

- Kindness – in the face of global challenges kindness, empathy and warmth are the qualities we need the most
- Authenticity – she's consistent, concise and direct about her strategy **and** open and honest about her concerns
- Purpose – acts decisively and swiftly **and** effectively communicates the thinking behind her actions
- Believing **and** behaving – promoting and achieving gender equality is important to her

- Systems leadership – recognises her country is small but understands the bigger picture responsibility to contribute, ‘lead the charge’, to the global battle against the climate crisis
- Listens to and learns from children – their well-being is our now and our future. She designated the tooth fairy and the Easter bunny as key workers!

So what about you? What matters? What’s in your leadership core, your leadership DNA?

### **When you’d rather listen, try:**

- ‘How to lead in a crisis’: Amy Edmondson, Ted Talk 2020 (less than 5 minutes)  
[https://www.ted.com/talks/amy\\_c\\_edmondson\\_how\\_to\\_lead\\_in\\_a\\_crisis](https://www.ted.com/talks/amy_c_edmondson_how_to_lead_in_a_crisis)
  - Amy Edmondson is the Harvard professor who first coined the phrase ‘psychological safety’ and the importance of feeling safe at work, safe to speak up, speak out and join in, confident you’ll be included, listened to and taken seriously.
  - Good short talk on trust, sharing, honesty and carrying on when you don’t know what to do
- Radical Interdependence: A guide to collaborative leadership’, Lorna Davis, Ted Talk 2019(14 minutes)  
[https://www.ted.com/talks/lorna\\_davis\\_a\\_guide\\_to\\_collaborative\\_leadership](https://www.ted.com/talks/lorna_davis_a_guide_to_collaborative_leadership)
  - Interdependence is a lot harder than being a hero, but the joy and success that comes from interdependence and vulnerability is worth the effort and the risk
  - Time together has to be carefully curated and created so that people know their time is valuable and important, and they can bring their best selves to the table
  - And insightful on pink suits....
- From the Swamp to the High Ground:  
<https://thestaffcollege.uk/multimedia/from-the-swamp-to-the-high-ground/>
  - A quick video (under 5 minutes) on leading when you don’t know what to do or where to go.....and everyone is looking to you for direction.
  - What resonated with you?

- What might you take away and do differently?
- ‘Dare to Disagree’: Margaret Heffernan (2012)  
[https://www.ted.com/talks/margaret\\_heffernan\\_dare\\_to\\_disagree/transcript](https://www.ted.com/talks/margaret_heffernan_dare_to_disagree/transcript)
  - Use 12.56 minutes to listen to Margaret Heffernan’s Ted talk
  - Words that might resonate: ‘best partners aren’t echo chambers’
  - Other works include ‘Beyond Measure: the big impact of small changes’ – ‘supplying answers shuts a conversation down....but asking questions, as a way of solving the problem, implies confidence’

**If you’ve got a little longer, dip into:**

- ‘Proving, improving and learning’: Rose Durban
  - Where my learning with and through others really got going: the short version below (longer is available)



ProvingfinalSeptember14.docx

- ‘Uncharted – How to Map the Future Together’: Margaret Heffernan (2020)
  - In uncertain times and complex environments, efficiency is a hazard, not a help; being robust is the better, safer option
  - What’s your personal ‘worth hanging onto’ keep list?
  - What’s in the kick out pile?
- ‘Rebel Ideas: the Power of Diverse Thinking’: Matthew Syed (2019)
  - A team of wildly different talents is the key to success
  - ‘demographic diversity and cognitive diversity ...helps us break out of the echo chambers that so often surround us’
  - Doing things differently means daring to disagree ...and to change our minds
  - How do you seek out colleagues and find team members who offer what no-one else can bring?
  - How do you lead and grow a culture of expecting, accepting and acting on challenge?
- ‘The Practice of Systems leadership ...being comfortable with chaos’: Nicholas Timmins, King’s Fund (2015), blog and report:  
<https://www.kingsfund.org.uk/publications/articles/nhs-needs-system-leadership>

- Recognition that the health sector leadership default is 'command and control' but argues that working and behaving differently aren't optional, 'system leadership has become less of a 'nice to have' and more of a 'must have'...leadership is the responsibility of teams, not individuals and is needed at all levels'. Effective systems leaders aren't 'heroes' who achieve change through force of will or personality, rather they recognise the need to build alliances and collaboration by engaging peers and partners in working towards a better future. Common themes are that it's:
  - Not easy
  - Requires combination of constancy of purpose and flexibility
  - Takes time to achieve results
  - Service users are crucial in co-designing change
  - Influence, persuasion and an evidence base for change are key
  - Give to gain: 'you can achieve almost anything so long as you don't claim the credit'
  - 'Get runs on the board'- get going, keep going but be open to flex
  - Believe in it and behave it
  - 'Get to us': invest in relationships, negotiation and joint accountability
  - Give generously: ideas and outcomes