



'Examining Commissioners leadership behaviour'

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Aims & Objectives

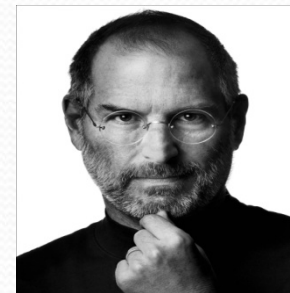
Aim

- To describe the complex relationships between patterns of behaviours of leaders that influences safety outcomes in healthcare

Objectives

- To examine different leadership styles; using a mixed method approach.
- To analyse individual & group dynamics that can lead to poor decision making.
- To describe how different leadership behaviours influence outcomes within the health economy.

What defines good leaders



Great Leaders listen to their staff!



Background



- Undertook research for MSc on Executives behaviour within a Northwest Acute Trust to identify if leadership behaviour affected Q&S.
- The style of the DoH cascaded down the line 'if there is a failure in targets there is a kicking all the way down the line, that creates the behaviour'
- Dictatorial bullying was the most inappropriate style; most Executives had seen or been a victim of bullying in the past
- Working to a autocratic Manager was described as being 'absolutely horrendous'
- Increase in safety incidents was described as 'Commissioner would be very aggressive about us intervening and stopping this problem' however this causes a safety paradox increased reporting means an improved safety culture
- The Francis Inquiry identified a culture within the DoH of potential bullying.

Previous research findings



- Executives understood what type of leadership style was appropriate.
- Important issues to them included being honest, inclusive, supportive & showing integrity.
- The leadership programme was not aligned to the strategic vision of the organisation.
- Clear accountability & lines of control where required to ensure staff were effectively educated & engaged.
- Executives saw themselves as transformational & recognised that the style would need adapting dependant on the situation they were in.
- The style of DoH & Commissioners set the tone for the organisation.
- Transactional & autocratic leadership was often required in the achievement of targets.

Why does behaviour matter (Challenger 1986)

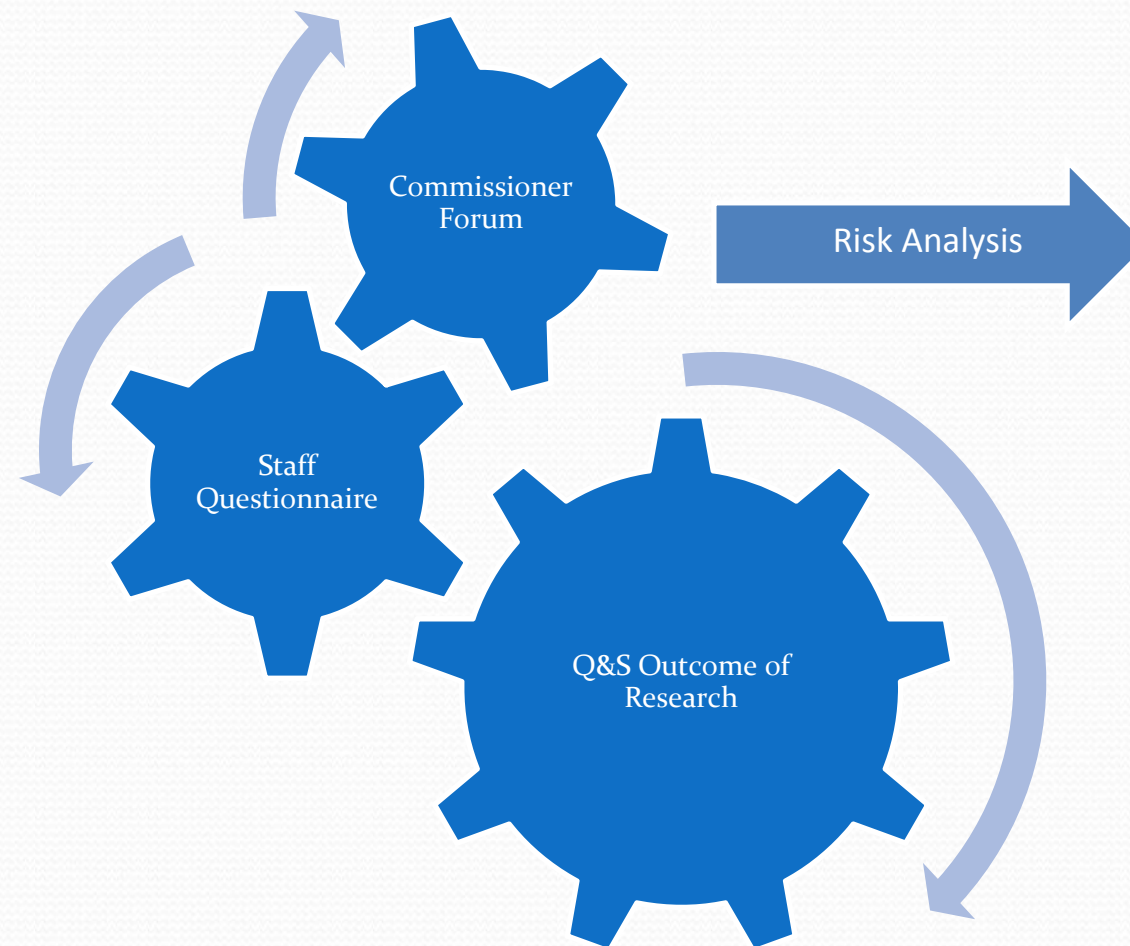


Leadership & Culture (group think)



- The Rogers Commission found NASA's organisational culture & behaviour influenced decision-making processes that contributing to the accident.
- NASA managers had known contractor Morton Thiokol's design of the rocket booster contained a potentially catastrophic flaw in the O-rings since 1977, but failed to address it properly.
- They also disregarded warnings from engineers about the dangers of launching posed by the low temperatures & had failed to adequately report these technical concerns to their superiors.
- The group decided to override external influences as the cohesion was so strong they made poor decisions.

Process of research 2015



Detail of research process

Phase 1: Methodology

Scenarios based on Mid Staffs inquiry distributed to commissioners. Filmed using wide-angle lens and close up taken of facial and body movements.

24 invited; 9 attended

Phase 1: Data analysis

Evaluation of video, using microcoding of commissioners' body language and verbal responses using NVivo 10 to identify leadership behaviour and cultural norms

Findings evaluated and discussion presented

Phase 2: Methodology

Questionnaire distribution to subordinates of commissioner leaders via local and national organisations.

250 distributed; 48 returned

Phase 2: Data analysis

Questionnaire analysed using SPSS 21 data analysis tool. Each element evaluated against specific hypothesis

Findings evaluated and discussion presented

Triangulated data sources and cross referenced. Analysis of each set of findings and discussion provided implications

Focused video ethnography

Conventional ethnography	Focused ethnography
long-term field visits	short-term field visits
experientially intensive	data/analysis intensity
time extensity	time intensity
writing	recording
solitary data collection and analysis	data session groups
open	focused
social fields	communicative activities
participant role	field- observer role
insider knowledge	background knowledge
subjective understanding	conservation
notes	notes and transcripts
coding	coding and sequential analysis

Verbal coding scheme

Table 2. Verbal coding scheme

	Behaviour type	Definition of characteristic shown	Examples from commissioners
1	Assertive is closely aligned to transactional management theory	Clear on what is required takes control of the situation. Self-defending own position	a. 'Start at the top' b. 'Go for it' c. 'Exactly'
2	Delegating transformational leadership style	Giving others support/direction in a friendly open manner	a. 'I know what you are saying but we don't want to jump to controls' b. 'Who's going to time us then'
3	Agreeing with others in a transformational style	Supporting others/sees others as adding value	a. 'Yeah absolutely board behaviours' b. 'That's one of your controls isn't it' c. 'Again it's about what you said doing a proper impact assessment'
4	Passive management by exception	No clear direction provided to others or self	a. 'Gathering that evidence' b. 'Just thinking about reasons why'
5	Negative closely aligned to transactional management	Does not clearly listen to others, corrects others, is not open to others' views, talks over others, disagrees with others, providing negative feedback	a. 'No, no, it's not clear' b. 'How do you know they are being discharged' c. 'I don't get the link between what you said'
6	Aggressive style aligned with transactional leadership	Disagrees strongly with others, shows negative behaviour towards others in the group, defends own view aggressively	a. 'That's the point I want to make' b. 'Read that again' c. 'So we don't know ask the question'
7	Open closely aligned with transformational management	Willing to change view/seeks further information from others/clarifying, questioning, asking the group for approval	a. 'Is it about understanding how wide scale this is?' b. 'So one of the risks is not having the information to make the right decision'
8	Positive vision showing transformational leadership	Shows a vision for the future seeks change/ rewards others in group by providing positive feedback	a. 'Do you want me to read it out'; 'start with finance that's favourite' b. 'Yes the safe decision' c. 'Yes that's right'

Verbal actions by %

Behaviour types	Total actions	% of Total	Order of frequency
1. Assertive (clear on what is required takes control/transactional)	172	44.44%	1
2. Delegating (giving others support/direction/transformational)	13	3.36%	7
3. Agreeing (supporting others/sees others as adding value/transformational)	19	4.91%	4=
4. Passive (no clear direction provided to others or self/non management)	52*	13.44%	3
5. Negative (doesn't clearly listen to others, corrects others, is not open to others views, talks over others, disagrees with others/transactional)	19	4.91%	4=
6. Aggressive (disagrees strongly with others, shows negative behaviour towards others in the group, defends own view aggressive/transactional)	16	4.13%	6
7. Open (willing to change view, seeks further information from others/clarifying, questioning, asking the group for approval/transformational)	94	24.29%	2
8. Positive (shows a vision for the future seeks change/rewards others in the group/transformational)	2	0.52%	8
Total number of actions	387	100%	8

Frequency of behaviour types

Types of behaviour	Transactional	Transformational
Behaviour types associated with leadership style	Q1, Q5, Q6	Q2, Q3, Q7, Q8
Number of total actions associated with leadership style	207	128
% of total actions associated with leadership style	53.49%	33.07%

Frequency verbal-non verbal coding

Numbers of verbal responses evidenced.	Non verbal communication.
Assertive clear on what is required takes control. n1=18 n2=18 n3=5 n4=15 n5=21 n6=30 n7=8 n8=31 n9=26 Total n=172	Example 6. Authoritative palms down on table. n1=1 n2=11 n3=0 n4=4 n5=1 n6=2 n8=4 n9=10 Total n=33
Delegating giving others support/direction n1=4 n2=1 n3=0 n4=3 n5=0 n6=4 n7=1 n8=0 n9=0 Total n=13	Example 7. Moved paper on table. n1=4 n2=3 n3=0 n4=2 n5=2 n6=0 n7=0 n8=14 n9=8 Total n=33.
Agreeing (3) supporting others/sees others as adding value. n1=10 n2=1 n3=0 n4=3 n5=0 n6=4 n7=1 n8=0 n9=0 Total n=19. Positive (8) shows a vision for the future seeks change/rewards others in group n1=1 n2=0 n3=0 n4=0 n5=0 n6=1 n7=0 n8=0 n9=0 Total n=2.	Example 1. Head nodding agreeing. n1=1 n2=7 n3=2 n4=7 n5=12 n6=12 n7=15 n8=20 n9=20 Total n=84.
Passive no clear direction provided to others or self n1=5 n2=7 n3=1 n4=6 n5=4 n6=11 n7=2 n8=9 n9=7 Total n=51	Example 3. Hand supporting chin. n1=1 n2=5 n3=7 n4=8 n5=7 n6=4 n7=7 n8=6 n9=15 Total n=60 Example 10 runs hands through hair n1=2 n2=3 n3=2 n4=1 n5=1 n6=1 n7=4 n8=5 n9=3 Total n=22. Example 2 Hand placed on mouth n1=1 n2=3 n3=4 n4=14 n5=8 n6=1 n7=5 n8=21 n9=12 Total n=71.
Negative doesn't clearly listen to others, corrects others is not open to others views, talks over others, disagrees with others. n1=3 n2=1 n3=0 n4=1 n5=4 n6=3 n7=0 n8=0 n9=7 Total n=19	Example 11. Crossing arms. n1=0 n2=2 n3=5 n4=2 n5=0 n6=0 n7=8 n8=1 n9=3 Total n=21. Example 9 Scratching nose ears pushing glasses back. n1=0 n2=6 n3=3 n4=1 n5=1 n7=1 n8=5 n9=8 Total n=25.
Aggressive disagrees strongly with others, shows negative behaviour towards others in the group, defends own view aggressively n1=4 n2=0 n3=0 n4=1 n5=1 n6=2 n7=1 n8=4 n9=3 Total n=16.	Example 4. Hand chopping the air n1=5 n2=9 n3=1 n4=5 n5=0 n6=14 n7=1 n8=7 n9=8 Total n=50.
Open willing to change view, seeks further information from others/clarifying, questioning, asking the group for approval n1=11 n2=7 n3=3 n4=5 n5=5 n6=19 n7=3 n8=30 n9=11 Total n=94.	Example 8. Open palms n1=0 n2=3 n3=0 n4=4 n5=4 n6=4 n7=0 n8=14 n9=2 Total n=31.

Questionnaire results

- 10 distinct themes of leaders behaviour; vision, individual perception, conflict management, supportive behaviour, performance management, behaves well as leader, team think positively about the leader, team beliefs, target and decision making and focuses the teams efforts on positive outcomes.
- The leaders who focused the team's efforts in a transformational style will show good behavioural traits to the staff who work for them.
- Leaders who supports their staff, spend time coaching team members developing their skills effectively get better performance.
- Good behavioural traits correlate with transformational leadership style.
- Leader with vision show a clear line of sight between the individual & job role, therefore staff think positively about the leader.

Results

- Commissioners demonstrated significantly more transactional actions (53.49%) than transformational actions (33.07%)
- The most dominant & assertive 3 in the group developed allies quickly, by being most open & agreed with individuals more frequently.
- The most active displayed the highest number of transactional actions in scenario.
- Transactional behaviour type predominates within the boardroom, with the majority of the commissioners' actions in line with this.
- Commissioning group meetings could be dominated by a few individuals, who could look to impose their own views on the agenda.
- While this evidence may indicate the type of leadership behaviour in a group of commissioners, it may not mirror a much larger social system (Bales, 1950) and as such translate to all Commissioner behaviour on the larger scale.



Overall findings

- Commissioners behaviour in groups requires measurement of leadership style to encourage the concept of having a critical friend to have a voice in meetings.
- Develop general techniques to determine risk tolerance, flow charts for action to be taken when risks are identified, control if not effectively implemented
- Learn lessons from enquiries focusing more on culture than targets and finance closing services that cannot run at safe staffing levels or provide safe clinical systems
- The video-observation methods can be used in the field to evaluate leadership behaviour, capturing naturalistic leadership actions. CCGs should establish the behaviours expected within the group and define how they can tease out poor or good decision making processes.



Summary

- Commissioners appear to be using transactional leadership behaviour more frequently than transformational.
- Focused video ethnography should be used as a tool to measure a range of verbal & non verbal cues to evidence leadership traits both transformational, transactional & passive to identify how decisions in groups are made.
- Subordinates staff express a clear desire and expectation that Commissioners should be using transformational leadership behaviours.
- Commissioners lacked understanding when analysing risks & holding providers to account.

Any Questions

