

Living Strategy  Growing the Future



*Living Leadership
Your Strategy
February 2012*

Foreword from the Chief Executive

This is the third iteration of our Living Strategy for Leadership which has been created by the latest cohort of leaders, who have completed the Appreciative Leadership Programme, along with their line managers and the Executive Team.

We spent a day sharing stories and experiences from the programme and the action learning projects that participants had completed. Those stories were both inspirational and transformational and form the basis of the commitments we all made which have been captured in this document.

Turning these commitments into the everyday practice of all of us and our teams will help to ensure Lancashire Care NHS Foundation Trust is an amazing place to work and provides incredible services and support to patients, carers and colleagues.

I would ask you to use this document as a basis for really meaningful conversations with your teams to make sure we all deliver the changes we promised ourselves. You will be amazed at the difference it will make.

Heather L. Tierney-Moore.

Living Strategy Growing the Future

Living Leadership Strategy

This document is the culmination of a large scale conversation where **96** delegates from Phase 2 of the Appreciative Leadership Programme shared the learning from their Action Research Projects. This in turn created the opportunity for line managers and members of the executive team to explore the themes that emerged from these projects and surface ways in which they could be used as a guide for leaders throughout the organisation. For those of you that have completed the programme, this is part of your legacy and your plan for the next 12 months, we suggest that it is a part of your appraisal conversation. For those of you who are leaders within the organisation, this is a useful map for the way forward towards appreciative leadership and who leaders within LCFT are striving to be.

Thank you to everyone that took part in the conversation, without your input there are no stories to inspire us for the future.

Fiona MacNeill



Living Strategy

Growing the Future



Living Strategy Growing the Future

Living Leadership Strategy

Living Leadership Strategy lives as shared knowledge within the organisation, in contrast to linear planning which can be predictable and limiting

Living Leadership Strategy serves the organisation from a values base, building and sharing learning, creating communities of practice

Living Leadership Strategy looks for unity, appreciates what works and generates conversations around possibility and potential

Living Leadership Strategy promotes quality thinking, by asking powerful questions and harvesting emerging themes

Living Leadership Strategy builds on our natural capacity for reflection, listening and creating a positive future



Supporting Living Strategy

Share knowledge and best practice

What will this mean for service users and carers?

*Better Outcomes
More flexible service delivery
They will be asked to share their stories and be involved in the development of best practice*

And how will you check?

*Use appropriate outcome measures
i.e. Ask them:
Patient experience survey, staff survey &
360 ° customer care feedback*

As leaders we will....

1. Create opportunities for appreciative stories
2. Encourage our people to dream
3. Share our own stories

Our 3 themes are:

1. **Appreciative & Engaged Conversations**
2. **Creative Positivity**
3. **Personal Commitment**

A measurable result will be....

1. People feel empowered to share best practice
2. Greater innovation and creativity
3. Successes are regularly celebrated

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We will engage people by....

1. Asking more powerful questions
2. Using the 4D Appreciative Inquiry model
3. Encouraging them to share their stories



Supporting Living Strategy

Improve stakeholder engagement

What will this mean for service users and carers?

Improved communication

Positive Involvement

Increased outcomes

And how will you check?

Improved satisfaction

As leaders we will....

1. Demonstrate behaviour consistent with our values
2. Enable people to maximise their potential
3. Start conversations

Our 3 themes are:

1. **Bringing the values to life**
2. **Growing & developing potential**
3. **Having meaningful conversation**

A measurable result will be....

1. Seeing a positive change in engagement
2. Achieving goals
3. Increased understanding with people feeling valued

2

We will engage people by....

1. Developing positive working relationships
2. Recognising people's strengths
3. Creating space



Supporting Living Strategy

Manage our finances

What will this mean for service users and carers?

1. We will provide services that are value for money & delivered on time
2. More consistency in levels of service
3. We will provide new & improved services

And how will you check?

1. Reduced waiting lists
2. Improved feedback
3. Through patient experience indicators

As leaders we will...

1. Speak about finance with honesty, integrity and realism
2. Be aware of the bigger picture and give appropriate assurance
3. Be positive about being efficient & effective & challenging the status quo

Our 3 themes are:

1. **Courageous & appreciative conversations**
2. **Belonging**
3. **Passionate positivity**

A measurable result will be...

1. Our ability to demonstrate an understanding & accepting joint ownership
2. More cross divisional working, supporting better value for money & fairer distribution of resources
3. By generating more business opportunities & becoming a provider of choice

3

We will engage people by...

1. Embracing ideas without compromising quality
2. Involving them in conversations and understanding their perspectives
3. Having conversations about the possibilities, ideas & innovations to achieve excellence



Supporting Living Strategy

Respond proactively to change and opportunities

What will this mean for service users and carers?

1. More creative engagement
2. Better care, better relationships with staff
3. Recommend our service to others

And how will you check?

1. More feedback from service users and carers
2. More compliments & thank yous from service users & carers
3. Mystery shoppers

As leaders we will....

1. Challenge our own thinking and behaviour daily
2. Listen, hear and action what people want to say
3. Turn ideas into action

Our 3 themes are:

1. Unleashing the creativity within
2. Grabbing the ideas and making them real
3. Seeing people not employees

4 We will engage people by... A measurable result will be...

1. Having more meaningful conversations & sending less emails
2. Saying 'thank you' genuinely & being more appreciative of collective vision
3. Increased referrals

1. Welcoming conversations of purpose
2. Valuing individuals' unique experience
3. Giving credit and recognition



Supporting Living Strategy

Accountable managers and leaders

What will this mean for service users and carers?

1. Excellent care – feeling cared for
2. Improvements in care
3. Feel better through positive interaction with people they see

And how will you check?

1. You would see it
2. Feedback from clients & staff
3. We will feel the buzz

As leaders we will....

1. Demonstrate our commitment to all pulling together 'HARAMBEE'
2. We will invest time for ourselves & others to create & reflect
3. Create opportunities to share positive & successful stories

Our 3 themes are:

1. **HARAMBEE** – Kenyan expression meaning 'Pulling together'
2. Creative reflective space
3. Harnessing positive energy

A measurable result will be...

1. Teams pulling together to achieve shared goals & improve services
2. A culture of creativity & reflection, which is valued & sustained by all
3. We will feel the buzz and live the mojo!

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We will engage people by...

1. Supporting, developing & enabling teams to pull together
2. Communicating the benefits & importance of listening: reflecting, and modelling it
3. Noticing energy & enthusiasm, further we will support the development of this. We will celebrate success



Supporting Living Strategy

Improve service user engagement

What will this mean for service users and carers?

More personalised care

Higher quality of service

A modern, vibrant service

And how will you check?

Ask service users

As leaders we will....

1. Create the optimum time & space to ask questions that encourage curiosity
2. Have conversations which create energy, ideas & that value others
3. Value the unique contribution that everyone makes

Our 3 themes are:

1. **Curiosity**
2. **Conversations**
3. **Relationships**

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A measurable result will be....

1. We will hear more questions being asked
2. Staff will be energised, creative & share ideas
3. People being more proactive & seeking new challenges

We will engage people by....

1. Acknowledging & valuing what people are curious about
2. Listening & trusting where the conversation will take us
3. Recognising & appreciating individual strengths



Supporting Living Strategy

Deliver good house-keeping

What will this mean for service users and carers?

1. Better quality of care
2. Values embedded in quality care
3. Consistent care delivered with minimum disruption during change

And how will you check?

1. By having conversations & having powerful questions
2. Patient experience & positive feedback
3. Positive service user & carer feedback & compliments

As leaders we will....

1. Facilitate the space for conversations to take place in our teams
2. Have value based conversations
3. Develop shared vision in line with The Trust values

Our 3 themes are:

1. Making time for conversations & celebrating success
2. Use the values to connect
3. Build a community of purpose during change

7 We will engage people by... A measurable result will be...

1. Committed & motivated staff
2. Behaviours which are not in line with the trust values are challenged
3. Staff engaged in positive conversations

1. Asking powerful questions about what is important to them
2. Acknowledging value based actions & behaviours
3. Conversations about the experience & possibilities of change using appreciative inquiry



Supporting Living Strategy

Seek to continuously improve services and processes

What will this mean for service users and carers?

Better experience & better outcomes

And how will you check?

Improved service user feedback & engagement.

Staff feedback & staff engagement

As leaders we will....

1. Have regular conversations about personal responsibility
2. Make sure information is available & accessible
3. Create the conditions for positive change

Our 3 themes are:

1. **Personal responsibility**
2. **Meaningfulness**
3. **Conditions for positive change**

A measurable result will be...

1. That people will take personal responsibility
2. A shared sense of purpose
3. Examples of positive and sustainable change

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We will engage people by...

1. Asking the right questions
2. Making space to explore the meaning and implications for us and our relationships
3. Role modelling the trust values & exploring with others what the values mean to them



Supporting Living Strategy

*Build values based behaviour
and services*

What will this mean for service users and carers?

1. *Improvement in experience for service users & carers*
2. *Improved quality of service & improvements happening more quickly*
3. *Improved service user experience*

And how will you check?

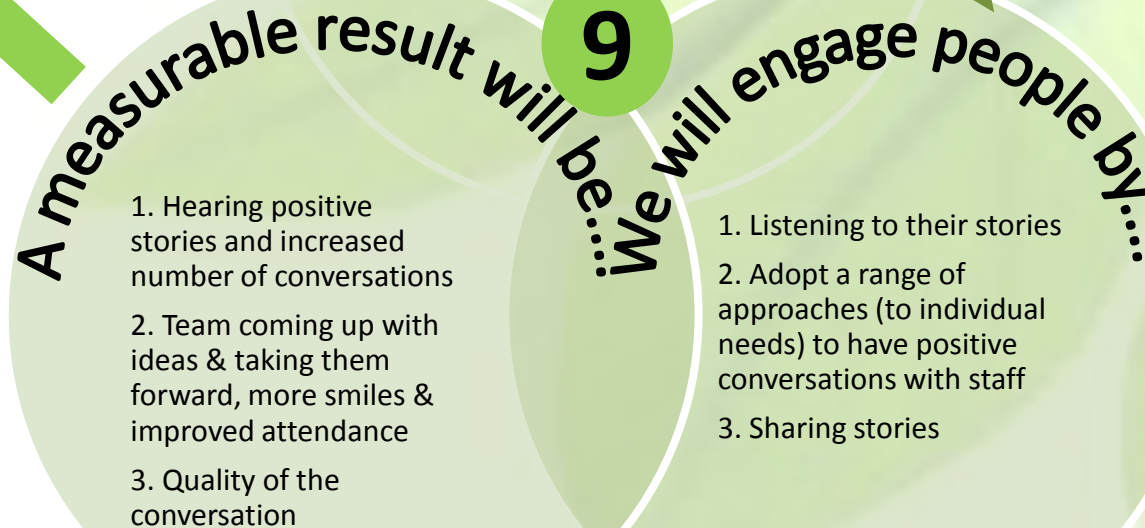
Ask, ask and ask for feedback

As leaders we will....

1. Create time to be with the team
2. Use powerful questions to get the most out of our teams
3. Ask for feedback from others
4. At the end of meetings or at the end of the day, make a note of anything we could have done differently

Our 3 themes are:

1. **Trust**
2. **Empowerment**
3. **Reflection**



Supporting Living Strategy

Integrate the business plan across the organisation

What will this mean for service users and carers?

1. Consistent high quality service
2. Continually improving services
3. They will engage with us

And how will you check?

Asking & Self reflection

As leaders we will....

1. Create time and space for conversations
2. Seek out people & thank them
3. Role model open inclusive conversation

Our 3 themes are:

1. Respect everyone's contribution
2. Genuine relationships
3. Valuing open inclusive communication

A measurable result will be...

1. People relating what they do to the business plan
2. People are talking about continually improving what they do
3. People talk with us

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We will engage people by...

1. Recognising & building on their contributions
2. Asking questions about successes
3. Talking with them



Supporting Living Strategy

Safe and robust clinical pathways

What will this mean for service users and carers?

1. *Will feel that they are on their own pathway rather than 'A' pathway*
2. *Empathic, responsive and enabling care*
3. *Real partnership, articulating ideas, reasoning & thoughts as appropriate*

And how will you check?

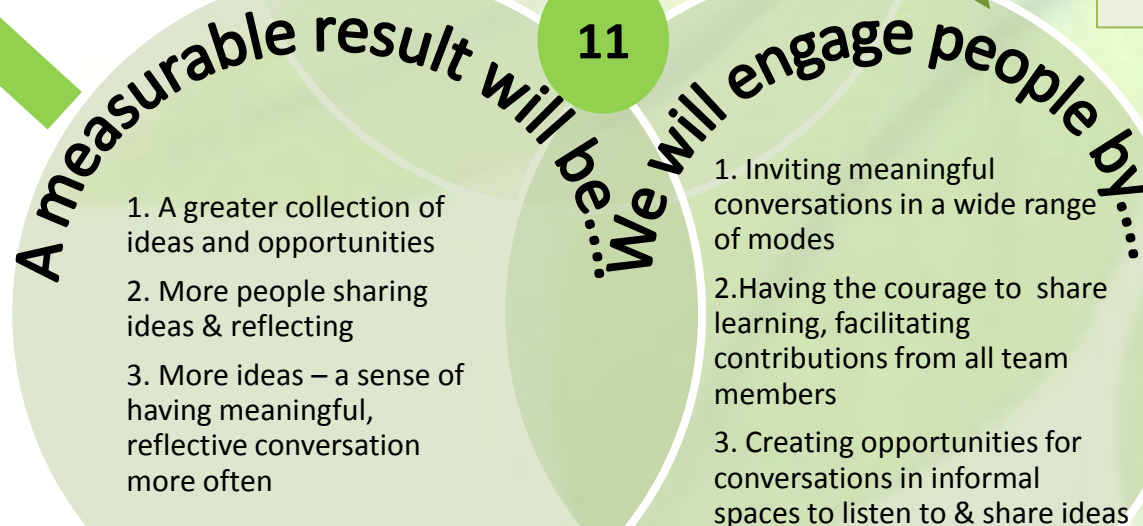
1. *Ask them*
2. *Positive feedback from patients and staff*
3. *Ask for feedback*

As leaders we will....

1. Identify who needs to be included in the conversation & then extend further
2. Role model confidence, tenacity & vulnerability
3. Create spaces for people to come together (e.g. Group supervision)

Our 3 themes are:

1. **Not allowing boundaries to impede innovation**
2. **Confidence to keep on experimenting and exploring**
3. **Giving people time to reflect will breed transformation**



Supporting Living Strategy

Learn from mistakes and incidents

What will this mean for service users and carers?

1. *A more transparent service which instils confidence*
2. *An improved service experience*
3. *A safer experience*

And how will you check?

Ask, Ask and Ask questions

As leaders we will....

1. Be approachable, open & honest, & encourage others to share their experiences
2. Identify what has been learned and how we can develop and improve.
3. Share our vision

Our 3 themes are:

1. **Creating a safe place to share**
2. **Embracing change to make a positive difference**
3. **It's just the beginning...**

A measurable result will be...

1. More willingness to volunteer and share stories
2. People seeing change as an opportunity to shape their future by becoming more involved
3. Everyone in the team will have a sense of direction

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We will engage people by...

1. Using powerful questions to have meaningful conversations to allow people to tell their stories
2. Sharing our valuable learning in timely manner in a variety of ways
3. Inviting others to contribute to the creation of our vision



Supporting Living Strategy

Host meaningful and future focussed team meetings

What will this mean for service users and carers?

1. People will feel more involved and energised to deliver better care
2. Better quality of care through increased innovation
3. Gold standard as usual, fewer complaints & more praise from their experience

And how will you check?

1. Ask for feedback
2. Action plan with feedback
3. Fewer or no complaints & more praise

As leaders we will....

1. Ensure people have a shared understanding of the purpose of the meeting & recognition of our different views
2. Act with integrity, sharing our views & then listening to others
3. Look to understand & embrace change & work to communicate this to others

Our 3 themes are:

1. Building & sustaining purposeful relationships
2. Communicating with respect
3. Engaging with change

A measurable result will be... We will engage people by...

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1. Everyone will engage & make a contribution
2. A respectful meeting where we achieve a common purpose & more meaningful outcomes where a more appreciative style of language is used
3. That the team will feel energised & positive working together to make it happen.

1. Creating a safe environment for people to challenge, talk and ask questions
2. Asking appreciative & powerful questions
3. Being more creative in the way we host our meetings, using appreciative inquiry to explore & celebrate the possibilities



Living Strategy Growing the Future

Themes from Themes

It was fascinating to pull all of the boards together and produce your living strategy document. What emerged was a collective picture of your themes. Having these themes at the front of your mind will remind you of your commitments to creating the future you want for your organisation.

Engaging in conversations that are meaningful, purposeful and appreciative

- Appreciative & engaged Conversations
- Having meaningful conversation
- Courageous & appreciative conversations
- Making time for conversations & celebrating success
- Conversations

Creating an environment that encourages reflection and shares learning

- Growing & developing potential
- Creative reflective space
- Reflection
- Giving people time to reflect will breed transformation
- Creating a safe place to share

Working together & valuing difference

- Belonging
- HARAMBEE – Kenyan expression meaning ‘Pulling together’
- Relationships
- Build a community of purpose during change
- Respect everyone’s contribution
- Genuine relationships
- Valuing open inclusive communication
- Building & sustaining purposeful relationships
- Seeing people not employees



Living Strategy Growing the Future

Themes from Themes

Living the trust values

Bringing the values to life
Use the values to connect
Communicating with respect
Personal commitment
Belonging

Consciously engaging with change

Conditions for positive change
Confidence to keep on experimenting & exploring
Embracing change to make a positive difference
Engaging with change
Curiosity

Amplifying positive energy & creativity

Creative Positivity
Passionate positivity
Unleashing the creativity within
Grabbing the ideas and making them real
Harnessing positive energy
Meaningfulness
Trust
Empowerment

It's just the beginning...

