COLLECTIVE LEADERSHIP WITHIN YOUR ORGANISATION

CHAIR
Saffron Cordery, director of policy and strategy, NHS Providers

SPEAKERS
Martin Gower, chair, South Staffordshire and Shropshire Healthcare NHS Foundation Trust
Donna Willis, programme director of collective leadership, The King’s Fund
Lindsey Oliver, brand engagement manager, Speedo International
Theresa Nelson, chief officer for workforce development, Birmingham Children’s Hospital NHS Foundation Trust
Danny Mortimer, chief executive, NHS Employers

FORMAT OF SESSION
Each speaker moved from one table to the next delivering a short speech and before discussing these with attendees. With five tables in total, speakers had ten minutes at each. Following this discussion, there speakers reconvened as a panel for a Q&A session. NB - Notes delivered from a table 1 perspective

SESSION SUMMARY
- Organisational Culture: The board and executive team have a key role to play towards setting the tone and culture of an organisation, and this needs to be recognised when going through the recruitment process.
- Empowering the workforce through collective leadership: By giving the workforce authority over their own individual job areas, as decision makers and leaders, they will feel empowered. A motivated, empowered and supported NHS workforce that works together towards shared goals for the organisation and for the patient can significantly improve healthcare outputs.
- Elements of collective leadership: There are a number of elements necessary to build collective leadership within an organisation, including: team building, listening to staff, a ‘people strategy’, identifying the mission, vision and values of the organisation while allowing the patient and family voice to come through.
- Culture across organisations: All organisations have different cultures, so when two come together, it is unlikely that the cultures can be completely merged, but rather built upon to be successful. To achieve the best from the workforce, it is important that people understand their position within the team, and the team within the organisation.
- Other cultural influences: Agency staffing many have an impact on the culture of an organisation, as could the generational impact, whereby staff from different generational groups could have slightly different expectations and attitudes towards working life.

Q&A SUMMARY
- Performance management versus collective leadership. Collective leadership is needed to achieve targets given that a more motivated workforce will achieve greater results and better health outcomes. However, when NHS targets are unmet, there may be an immediate, yet ultimately flawed, reaction to instil a command and control environment.
• **Micro-cultures**: A comment came from the floor, that there isn’t one single culture within an organisation, but a series of micro cultures. If however, one of these micro cultures is bad, then this will filter into the others. To tackle this, you may have to take basic steps, including revisiting the mission statement and organisational values, or starting again from scratch.