CLUSTER WORKING IN WALES

About you as a leader

Part of a set of 3 handbooks for new Cluster Leads and other staff working in or with clusters

October 2019

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Leadership

Leadership can be described as the ability of an individual to influence, motivate and enable others to contribute toward the effectiveness and success of the organisations of which they are members. Management on the other hand is more focussed on directing and controlling the workforce and co-ordinating the group towards goal accomplishment.

However, it is an oversimplification to think that leaders lead and followers follow. The relationship between leaders, management and followers is a complex one with all aspects often being part of the same role. Therefore, it certainly helps if managers have good leadership skills and conversely if leaders benefit from management skills; allowing them to envision implementation of their strategic vision.

Leadership theories and models are many and varied but more recently the focus of attention has turned to the theories of adaptive and SYSTEMS LEADERSHIP (sometimes called WHOLE SYSTEMS LEADERSHIP) which have emerged separately in the last decade of the 20th century. These two theories are mutually re-enforcing and draw heavily upon behavioural and natural science theories.

The fundamental purpose of SYSTEMS LEADERSHIP is to create the conditions in organisations where people can work to their potential while contributing to the achievement of the organisation's goals. It endorses the principles of DISTRIBUTED LEADERSHIP within organisations where all players are potentially engaged and can make a contribution to leadership of the system, a principle that also appears in the adaptive leadership literature where Heifetz defines this type of leadership as: *"…the practice of mobilising people to tackle tough challenges and thrive."*

Leadership Behaviours

To provide guidance to the leadership activity and behaviours expected of senior leaders you can access the *Leadership Behaviours Framework* published by Academi Wales.

The framework outlines expectations for leading in the Welsh Public Service and provides clear examples of efficient, effective and exemplary leadership behaviours.

Figure illustrating the framework of leadership behaviours

Source: Leading in the Welsh Public Service – a leadership behaviours framework for senior leaders, Academi Wales, 2017

The Kings Fund is also calling for COLLECTIVE and COMPASSIONATE LEADERSHIP whereby conditions are created which prioritise the collective good – the needs of patients and communities and staff wellbeing and development over individual agendas. Such leadership influences culture and creates the conditions where it is possible to identify and challenge inappropriate use of power, hierarchy or control over resources that are inconsistent with the values and vision of our health services.

Why is leadership important to you as a Cluster Lead?

A Healthier Wales sets out the long-term future vision and plan for a whole system approach to health and social care. The plan suggests the need for stronger national leadership and direction to support these changes and enable the full potential of the integrated system and planning approach proposed.

Primary care clusters have created the opportunity for greater collaborative planning for community services and population health issues and Cluster Leads play a key role in leading this agenda. As a Cluster Lead, you are influential in the engagement of colleagues, action generation and promotion of service improvement and innovation.

> *'Networks are where system leaders work; they are how system leaders work and they are where system leaders learn to extend their leadership influence to lead beyond their own context.'*

Source: Ballantyne et al, 2006

Organisational climate and cluster performance

Performance of your cluster, in terms of achieving objectives in support of *A Healthier Wales* will be impacted by the organisational climate. This refers to the atmosphere of the working environment and includes norms, values, expectations and procedures that have an influence on individual and group behaviour. When the conditions people experience are close to what they feel they need, they demonstrate greater engagement and motivation resulting in more focussed discretionary effort.

As Cluster Lead, you have a direct influence on the climate experienced by those around you and how they feel about working for the cluster. The climate is a strong measure of how well the cluster is being managed and led and how well its resources are being used.

What do you need to consider as a Cluster Lead?

What leadership style you personally adopt will have an impact on the climate you create for the cluster. Leadership styles describe a person's habitual behaviour when confronted with various managerial situations.

Your choice of which leadership style to use will be influenced by:

- your own personality
- the culture of your organisation and its senior leaders
- specific managerial situations and the types of employees/professional groups you are managing
- behaviours learned from previous managers, mentors or past training and education

There are a number of different leadership styles and these are described and titled in different ways. Research undertaken by the Hay Group shows that the world's top leaders draw on a repertoire of six different leadership styles. These are outlined in the table below:

Leadership style	Primary objective
Directive	Immediate compliance
Visionary	Providing long-term direction and vision for employees
Affiliative	Creating harmony among employees and between the leader and employees
Participative	Building commitment among employees and generating new ideas
Pacesetting	Accomplishing tasks to high standards of excellence
Coaching	Long-term professional development of employees

No single leadership style is effective in all situations and with all people. Successful leadership is the art of using the appropriate style to deal with specific people in specific situations. The Hay Group's research shows that top leaders change their approach according to the situation, the challenge and the person they're dealing with at any given time.

For more information...

- [Academi Wales](#)
- [Faculty of Medical Leadership and Management](#)
- [The Kings Fund](#)
- [Leading in the Welsh Public Service - a leadership behaviours framework for senior leaders](#)
- *[Sowing Seeds: Adaptive Leadership - Embracing Chaos and Courage for Sustainable Change](#)*

Engagement and collaboration

Collaboration can be defined as:

> 'A very positive way of working in association with others for some kind of mutual benefit'.
>
> Source: *Huxham 1996*

While collaboration can take place in any walk of life, in your Cluster Lead role it will mean individuals working formally and informally across organisational boundaries. This might include other GP practices and professional groups, other public sector organisations, the voluntary and private sectors or with the public.

Why engage and collaborate?

When individuals collaborate, ideas are generated faster, knowledge shared more efficiently, and people are more effectively aligned within rapidly changing environments and agendas. These outcomes allow individuals to collectively become more productive in the context of what they do every day. Collaboration streamlines communications, project delivery and enables teams to be more engaged.

Collaboration is often the term we use while engaging in a range of different interactions with others, however, it has been suggested that we are not always truly collaborating. Emmanuel Gobillot, a leadership author and consultant identifies that we often use competition, co-operation and co-ordination interchangeably but identifies that each of these activities may be best applied in certain contexts as outlined in the figure below:

5. COLLABORATION The action of working with others to achieve something that is as yet undefined

4. CO-OPERATION Striving to achieve a common goal by working together towards the same end.

3. COORDINATION Organising an activity so as to help people achieve a goal together.

2. CONSULTATION Striving to achieve a goal by formally discussing and seeking advice from others.

1.COMPETITION Striving to achieve a goal by defeating or establishing superiority over others.

Golillot describes each the activities; competition, consultation; co-ordination; co-operation and collaboration as a form of power (i.e. our ability to impact and influence others) and suggests that understanding the context in which you are working will help to determine which form power should take.

Not giving sufficient thought to your situation and needs could mean creating delays through endless discussion, when none was necessary, or making the wrong decision alone when dialogue would have avoided the need for rework.

How to engage and collaborate successfully

True collaborative practice requires all those involved to share in all aspects of the process, defining, creating, and delivering the outcome.

However, there are a number of psychological and organisational barriers to collaboration that can have a negative impact on success. Individuals often fear losing their own personal values and contribution to the project as well as having to share their expertise (giving away power). They may fear a loss of quality control or direct control over what is happening; and some believe that momentum will be adversely affected, the more people involved.

Considering how you feel in relation to these fears is a good starting point. It will assist you to understand unconscious barriers, allowing you to work on removing fears for yourself as well as your cluster.

Below are some top tips summarising how you can generate a cluster climate and organisational culture, which embraces, engaging with and working with others to make a difference.

- Demonstrate behaviours that indicate trustworthiness. Values are reflected in behaviour. Integrity creates trust and is the essential foundation of engagement.

- Seek common purpose and don't be afraid of sharing power. As a Cluster Lead your role is to facilitate and lead the process and not have all the answers. Actively listen to all stakeholders to ensure all perspectives, not just your own, are taken into consideration.

- Use the language and behaviours of collaboration. Ensure inclusivity and the valuing of diversity through your words and actions. Refer to the sections on **Team Working** and **Personality Types** in this handbook, which further support the development of inclusivity and appreciation of diversity and its contribution.

- Engage others by involving them in the process with a focus on solutions rather than problems – Be creative in how you capture information and ideas, move outside the normal meeting structure and introduce a creative workshop /innovation space.

Finally…

You may wish to engage in further reading for practical support and ideas to enhance your collaborative practice.

- Gobillot, E. (2016) Disciplined Collaboration, Urbane Publications
- McDermott, I. and Hall, M. (2016) The Collaborative Leader, Crown House
- Academi Wales - *Sowing Seeds: Intelligent Collaboration*

Managing change

Change - what is it?

Change is the act or process through which something becomes different: it can be planned or unplanned, immediate or phased, optional or not. The process of moving from the old world to the new world is referred to as transition and can be considered in both the physical and psychological sense.

Purpose and relevance to cluster development

Everyone will experience change; arguably, change is constant. Understanding the journey people can take when change is taking place is essential to acknowledging how we ourselves manage change and how to support others, whether they are colleagues or service users.

Responses to change

The way in which individuals respond to a change can depend on how they are personally impacted by it and whether the brain perceives a threat or reward. David Rock's SCARF Model is a great resource for understanding the brain's response to a threat to status, certainty, autonomy, relatedness and fairness and we recommend considering how you might identify this in others (or yourself) and strategies for support. Some ideas have been included in the embedded attachment.

In line with our emotional or psychological response to change, there will be differing paces at which we move between the old world and the new. Some will move quickly, others less so and some may struggle with letting go at all. Again, acknowledging this and employing strategies to support and help will be essential in managing and/or delivering change.

Remember…

Our emotional response to change and the pace at which we get on board with it can be different for each of us, and each response is legitimate. Further information on change management may be available via your health board and advised on by your local Human Resources team.

Further information and resources
- Kubler-Ross Change Curve
- SCARF Model
- Strategies for supporting change

Supporting Change

Coaching

What is it?

Coaching is the art of facilitating another person's learning, development and performance. It is an ongoing process designed to help individuals gain greater competence and overcome any barriers impacting on performance.

Purpose and relevance to cluster development

Coaching creates a space to explore and identify answers to specific questions and is focused towards the coachee's agenda, which should always be at the centre of the relationship.

As a Cluster Lead, you may be faced with a range of new or existing experiences that may be hampering the development of your cluster. This may be for one or many reasons however coaching offers you a safe, confidential space to explore possible answers enabling the cluster to move forward, quicker and more efficiently than you might be able to achieve on your own.

Coaching can also provide you with tools and a framework in which you are confident and able to conduct informal coaching conversations to support individuals or groups to achieve their goals. For example, this may be a useful skill during cluster meetings where progress or decision-making is hampering the development of the cluster.

The coaching process

A coaching contract is formed once the coach and coachee have agreed the development or issues to be addressed through the coaching programme, typically taking place over 4-6 sessions.

A qualified coach will use a range of tools and techniques to help you achieve all you want for yourself, but there are no guaranteed results; you get out what you put in.

How can you access coaching?

You may be able to access coaching if you are enrolled or planning to undertake a recognised/endorsed programme. Coaching may also be accessible within your health board through a network of qualified coaches.

For more information...

Please refer to your own health board who can provide you with further information about their available coaching programmes and how to access.

Additionally, you can also access coaching via the Wales Coaching Network hosted by Academi Wales or contact the contact the Primary and Community Care Development and Innovation Hub, Public Health Wales who may be able to signpost you to any national programmes PrimaryCare.One@wales.nhs.uk

Please note that a coach does not directly need any experience of their coachees formal occupational role.

Remember....

Coaching is an ideal way to support individuals moving into a new role, following any training/development initiative or when they are faced with a new challenge; it provides a safe, confidential space to explore development goals or issues to support and enable transitions into everyday practice.

Mentoring

What is it?

Mentoring is the long-term process of providing support, guidance and advice, where more experienced colleagues utilise knowledge and understanding of the work or workplace to support the development of newer staff members.

Mentoring:

- is a supportive form of development
- focuses on helping an individual manage their career and improve skills
- allows personal issues to be discussed more productively
- may focus on both organisational and individual goals

Purpose and relevance to cluster development

Mentoring and coaching often overlap as mentors will use a lot of coaching techniques, however in a mentoring relationship the mentor will draw upon their own knowledge and experiences to provide guidance on an issue. Mentoring may be beneficial to both new and existing Cluster Leads as it provides an opportunity to gain some feedback and insight on how other more experienced Cluster Leads either have dealt with or managed similar situations previously.

The mentoring process

Mentoring is normally a longer-term informal relationship that responds to the needs of the mentee, i.e. when they may need some guidance or support.

How can you access a mentor?

A mentor is regarded as an experienced and trusted advisor. Your health board may have a formal mentoring scheme in place and may be able to match you to a suitable mentor. Alternatively you may wish to source a mentor from your peer group.

For more information...

Health boards can provide further information about local schemes and advice on who to approach.

Remember....

A mentor will need to have relevant experience and knowledge to help guide the person they are mentoring.

Networks

What is a network?

Typically, a network is an interconnected group or system. Research suggests that networks provide a forum for exchanging information, spreading good practice, experimentation and creating knowledge thereby contributing to healthcare improvement. A clinical network is defined as a linked group of health professionals from different organisations working together across organisational boundaries to achieve common objectives in a specific area.

Networks differ in how they are developed, their purpose and their effectiveness. The most effective networks have been found to have five core features:

Feature	Benefit
Common purpose	Brings members together
Cooperative structure	Make collective decisions and pool resources
Critical mass	Increasing its value for members
Collective intelligence	Accumulating as members share/learn
Community building	Benefitting from each other's relationships

There are several established local and national networks for Cluster Leads specifically. These networks have emerged to facilitate connections with like-minded people in order to exchange ideas and encourage sharing and learning between members and of work, which may be happening outside your locality.

Local networks in Wales

There are several local networks established on a health board footprint to support Cluster Leads or cluster working. There may already be networking opportunities with fellow Cluster Leads available locally. These are sometimes facilitated or supported by the health board.

Find out more about local Cluster Lead networks by contacting the health board directly or liaising with other Cluster Leads within the area.

> Examples of local Cluster Networks
>
> - Aneurin Bevan Neighbourhood Care Network
> - North Wales Primary Care Cluster Network

National Cluster Leadership Network

The National Cluster Leadership Network was established in autumn 2017 providing a forum for continued networking for cluster staff in leadership roles to share improvement actions. This network came together following the conclusion of the first two cohorts of The Confident Primary Care Leaders programme.

The network is facilitated and supported by the Primary Care Hub and 1000 Lives Improvement and is open to all Cluster Leads (and those in a cluster leadership role such as Practice Managers) in Wales.

For further information about the National Cluster Leadership Network contact PrimaryCare.One@wales.nhs.uk.

The All Wales Social Prescribing Research Network (WSPRN)

The aim of the WSPRN is to build the critical evidence for social prescribing in Wales. It is primarily a virtual network with face-to-face events across Wales. Membership is open to any individual or group who has an interest in social prescribing. It includes members from the third sector, higher education, statutory social care and health organisations (e.g. practitioners, commissioners), members of the public, independent sector and industry. Members of the network are regularly sent news about social prescribing and events by email. You will be asked if you would like to share your email address with others within the network to build relationships and share knowledge. To find out more about the network visit the WSPRN

Remember...

Joining a network is a good way to access peer-to-peer support and discuss issues with critical friends.

Principles of team working

Why is team-working important?

In order to understand why team working is so important, it is useful to consider a definition. Teamwork in its simplest form can be defined as:

The process of working collaboratively with a group of people in order to achieve a goal
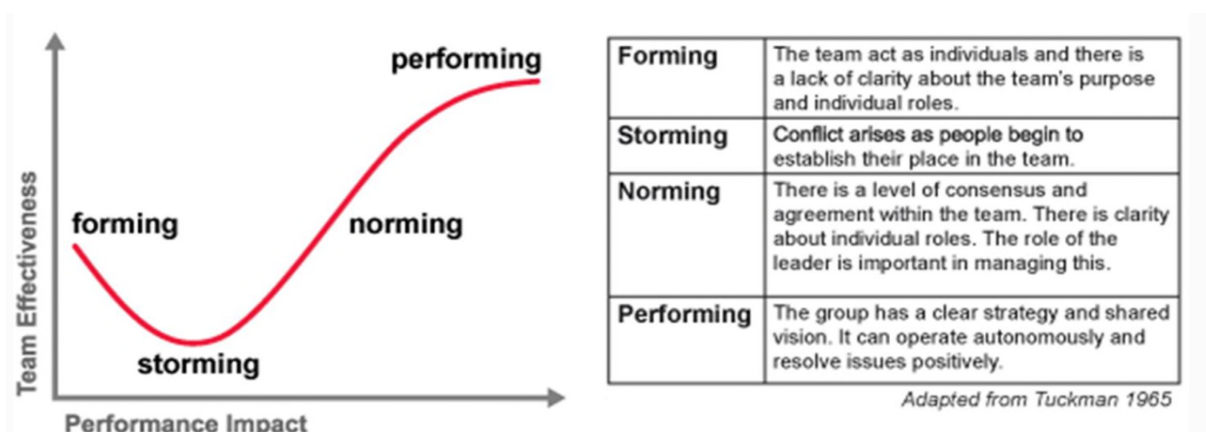
Source: BusinessDictionary.com

On an individual basis, colleagues may possess unique skills and knowledge which are valuable. It is only when different skills and knowledge are combined and individuals start to work together in pursuit of a common goal/objective that the real benefits of team working can be seen.

Why is team working relevant to cluster development?

As the leader of a primary care cluster, it is likely you are a part of many teams, some of which may include:

- your own practice/business/organisation
- your local health board
- your cluster neighbourhood/locality area of work
- your cluster

The work undertaken by Bruce Tuckman highlighted four stages of team development. The diagram below summarises these four stages and the effect on team performance while moving through the stages.

Forming	The team act as individuals and there is a lack of clarity about the team's purpose and individual roles.
Storming	Conflict arises as people begin to establish their place in the team.
Norming	There is a level of consensus and agreement within the team. There is clarity about individual roles. The role of the leader is important in managing this.
Performing	The group has a clear strategy and shared vision. It can operate autonomously and resolve issues positively.

Adapted from Tuckman 1965

In the context of team development, in order for clusters to be working and performing as a team, there has to be a clear purpose from the start and an understanding of everyone's role within the team.

During the early development stage of the cluster, it is natural for there to be an element of conflict/differences of opinion. This may be as a result of the following:

- Different working styles
- Opinions over the authority
- Individuals feeling overwhelmed by workload where it has not been defined how the team will work
- Disagreement over the goal/objectives

When there is a failure to address such issues, there is potential for the team to fail. Therefore, for the team to start working collaboratively, it is imperative that issues are discussed so everyone appreciates their respective positions. While these conversations may be difficult, it is important issues be addressed to prevent the team from failing either at an early or later stage.

When referring to teams, it is important to remember that a team can mean different things to different people. Depending on the literature and research there are several types of team. It is important to recognise the differences as the interaction between the individuals within different teams can vary considerably.

The following are the basic team types:

- FUNCTIONAL TEAM - this is related to a function. For example, you may have a communication function and a procurement function. When the individuals from these groups work together, they form a functional team.

- CROSS FUNCTIONAL TEAM - this is a team where people from different functions work towards a common goal. For example, the team may consist of a Practice Manager, Cluster Pharmacist, Nurse Practitioner, GP, and a Health Care Support Worker. Together they make a cross-functional team. This team is used when you are working on a project that spans a number of functions working towards the implementation of a project/initiative.

- VIRTUAL TEAM – this is a team that does not sit together and does not have a face-to-face interaction. The individuals can be working in different locations or even countries. However, all the individuals are still working towards a common goal.

- SELF-DIRECTED TEAM – These teams are not formally assigned to a particular project. The members of the self-directed team come together on their own with minimum input from management. For example, they may identify a problem and come together to form an informal team and work together to achieve their common goal.

You may wish to consider new and emerging roles to support primary care provisions and how these roles can become embedded as part of your team.

Further information and links to useful resources to support multi-disciplinary team working is provided in the **Developing wider cluster working** section of the **Resources to help you develop your cluster** handbook.

Remember…

To link with your respective health board to access additional support and further information on team working, team development or how to handle difficult conversations.

People are different – personality types

What is meant by personality types?

Personality type refers to the psychological classification of different individuals into distinct categories, without reference to quantity. Personality type must be distinguished from personality traits, which are characteristics that are possessed by all human beings, but the quantity of the characteristic each individual possesses differs e.g. being more or less socially confident.

Why is it relevant to cluster development?

A cluster has many individuals undertaking different roles. Being able to recognise and understand the differences in personality types can be a useful insight and can inform how to lead, influence, communicate, collaborate and negotiate, not only within cluster working but also within individual areas of work.

A knowledge of personality types can support cluster development in the following areas:

- LEADERSHIP - the role of a Cluster Lead is to seek to engage and inspire others within the cluster in working towards common goals and objectives. By understanding personality types within the cluster, the Cluster Lead can lead more effectively by focusing on strengths and being aware of any potential pit falls.

- CONFLICT - being aware of personality type can enable appropriate management of conflict, raising awareness of how to approach conflict, communicate with those involved in conflict and best of all identify how to resolve conflict efficiently.

- COMMUNICATION – understanding, appreciating and accommodating individual communication styles should enable effective communication. This in turn should support and improve the effectiveness of the cluster, the Cluster Lead and the team.

- DECISION-MAKING – in understanding the composition of personality types within the cluster, decision making will be greatly enhanced. This knowledge will provide useful insight into personal decision-making processes and more importantly how others approach their decision-making. This will enhance collaboration, develop balanced and effective decision making, while potentially reducing conflict during the process.

- COACHING - through understanding personality type, coaches can help others in many different ways. Coaches can help people explore and improve self-awareness, identify strengths, understand and manage development needs and set strategies for career and personal development.

Remember…

While there are many tools for assessing personality type, the most commonly used tool used for type assessment is the Myers Briggs Type Indicator (MBTI). However, for further information on personality types and personality type assessment please link in with your respective health board who may be able to provide you with addition support/information.

The **Cluster Working in Wales Handbooks** have been organised into three separate guides. They have been designed to be complementary and will be most effective if used collectively, sharing knowledge, ideas and advice to support effective cluster working. Signposting to information and resources is also included, in order to create the best conditions for cluster working and development.

To download the handbooks go to the Resources section of Primary Care One.

We have taken all reasonable steps to identify the sources of information and ideas. If you feel that anything is wrong, would like to make comments or provide input to any revisions of the handbooks please contact us at PrimaryCare.One@wales.nhs.uk