Leadership
Role of leadership behaviours in safeguarding supervision: a literature review
Warren, L.
Primary Health Care. 28, 1,31-36.
Effective safeguarding supervision reduces risk to children and young people while identifying their needs. Safeguarding supervision also helps front-line practitioners to provide high-quality care, risk analyses and individual action plans. This article is part of a wider study that explores the author’s leadership behaviours and their impact on effective safeguarding supervision. The role of the safeguarding leader is evolving and the article explores relevant literature to support or refute the role of the leader in effective safeguarding supervision. A literature review was undertaken using Aveyard (2014)’s critical appraisal tool to provide structure and accuracy. The review showed the interconnection between positive leadership behaviours and effective safeguarding supervision. It also highlighted the positive effect on the practitioner’s well-being of being supported by experienced, effective and compassionate leaders.

Cascading Leadership: a new model to support leadership in the voluntary and community sector
Weaks, L. et al
The King’s Fund May 2018
The Cascading Leadership pilot was launched in March 2016, in partnership with GSK and Comic Relief, to enable high-performing leaders of voluntary and community organisations to share their learning with the wider sector. Here we outline the importance of investing in leadership within this sector, look at key features of the Cascading Leadership programme and Healthcare Leadership
An ethical leadership program for nursing unit managers
Jeon, S.H. et al
The aims of this study were to evaluate the effect of an ethical leadership program (ELP) on ethical leadership, organizational citizenship behavior (OCB), and job outcomes of nursing unit managers (UMs) and to examine changes in staff nurses’ perception about UMs’ EL, OCB, job outcomes, and ethical work environments (EWEs) post-ELP. This study provides useful information for clinical ELP development and examining the program’s effect on leadership skills and followers’ outcomes. Program facilitation relies on practical training methods, participant motivation, and assessment outcome designs by controlling clinical confounding factors. Findings have implications as an attempt for intervention to promote competencies related to ethical leadership of nursing unit managers.

Job strain in nursing homes—Exploring the impact of leadership
Backman, A. et al
It is well known that aged care staff experience high levels of jobstrain, and that aged care staff experiencing job strain are exposed to increased risk for adverse health effects. Leadership styles have been associated with job strain in the literature; however, the impact of perceived leadership on staff job strain and social support has not been clarified within nursing home contexts. This study explores the association between nursing home
The Emergence of Shared Leadership in Newly Formed Teams With an Initial Structure of Vertical Leadership: A Longitudinal Analysis
Fransen, K.
The Journal of Applied Behavioral Science March 2018
The importance of high-quality leadership for team effectiveness is widely recognized, with recent viewpoints arguing shared leadership to be a more powerful predictor than vertical leadership. To identify changes in leadership structures over time, we longitudinally tracked the leadership structure of 27 newly-formed teams (N = 195), all having an initial structure of vertical leadership. Our findings demonstrated that the average team leadership strengthened over the course of the 24-week project and leadership tended to become more distributed among team members. Regarding the antecedents of these changes, we found evidence that the more team members are perceived as warm or competent, the higher their perceived influence. Finally, examining the consequences of these changes, the leadership structure was found to be related with team performance in that teams with higher average leadership perceptions performed better. These findings underpin the importance of shared leadership, thereby suggesting leaders to empower their team members.

When Leadership Powers Team Learning: A Meta-Analysis
Koeslag-Kreunen, M. et al
Team learning behavior is found to be one of the most effective team processes, as learning behavior at the team level (e.g., sharing, discussing, and reflecting on knowledge and actions) enables teams to adapt existing or develop new knowledge. Team leadership behavior is considered a critical accelerant for creating conditions that are essential to engage in team learning behavior, such as a safe environment. Yet despite the growing amount of research in team learning, this relationship remains unclear. Metaanalytic techniques were used to examine when team leadership behaviors support team learning behavior and how the task type moderates that relationship. Forty-three empirical studies reporting 92 effect sizes were synthesized. Analyses show that team leadership behavior explains 18% of the variance in team learning behavior. Furthermore, results indicate that person-focused leaders foster team learning for both adaptive and managers’leadership, job strain and social support as perceived by direct care staff in nursing homes.

Exploring the role of advanced nurse practitioners in leadership,
Anderson, C.
There have been several changes to healthcare services in the UK over recent years, with rising NHS costs and increasing demands on healthcare professionals to deliver high-quality care. Simultaneously, public inquiries have identified suboptimal leadership throughout the NHS, which has been linked to a lack of clear leadership across the healthcare professions. In nursing, the role of the advanced nurse practitioner is regarded as a solution to this leadership challenge. This article examines the background to the development of the advanced nurse practitioner role. It also explores the various factors that may affect nurse leadership and the role of the advanced nurse practitioner, including professional identity, gender, nursing’s strategic influence, clinical outcomes, and recruitment and retention. The article concludes that while advanced nurse practitioners can positively influence clinical outcomes and cost efficiency, they must also be adequately prepared to undertake a leadership role.

Taking a case study approach to assessing alternative leadership models in health care.
Harris, J. et al
Good leadership is essential to patient-centred care and staff satisfaction in the healthcare environment. All members of the healthcare team can be leaders and evidence-based theory should inform their leadership practice. This article uses a case study approach to critically evaluate leadership as exercised by a charge nurse and a student nurse in a clinical scenario. Ineffective leadership styles are identified and alternatives proposed; considerable attention is given to critiquing both ‘heroic’ and ‘post-heroic’ transformational leadership theories. The concept of power will also be discussed, as power and leadership are closely related, and the importance of empowering members of the healthcare team through altering organisational structure is emphasised. This article advocates leadership that encourages innovation, enhances patient-centred care, encourages excellence and has ethical integrity. Recommendations of appropriate models of leadership are provided, while existing gaps in the healthcare leadership literature
developmental tasks, whereas task-focused leaders influence team learning for adaptive tasks only.

**Linking Talent Management to Traditional and Boundaryless Career Orientations: Research Propositions and Future Directions**
Crowley-Henry, M. et al
Talent management (TM) is a growing field that concentrates on optimizing human resources so that they provide sustained competitive advantage to organizations. While successful TM practices are widely understood to include career development, the topics of careers and TM remain largely disconnected in the human resource management (HRM) literature. In this conceptual paper, we review the traditional and boundaryless career literature from a multi-level perspective, in order to theoretically develop TM, which to date has been consistently described as under-theorized. We contend that consideration of the functioning of careers within and across individual, network, organization, industry, occupation, and national/global structures is important when developing effective TM practices. To further understand the relationship between careers and TM, this paper develops researchable propositions for future studies, supported by the existing literature.

**Training**

**Discipline-specific competency-based curricula for leadership learning in medical specialty training: A critical review of the literature**
Turner, S.
*Leadership in Health Services* Vol. 31 Issue: 2, pp.152-166,
Doctors play a central role in leading improvements to healthcare systems. Leadership knowledge and skills are not inherent, however, and need to be learned. General frameworks for medical leadership guide curriculum development in this area. Explicit discipline-linked competency sets and programmes provide context for learning and likely enhance specialty trainees’ capability for leadership at all levels. The aim of this review was to summarise the scholarly literature available around medical specialty-specific competency-based curricula for leadership in the postgraduate training space.

**Developing medical leadership: A toolkit for doctors in postgraduate training**
Health Education England
**Faculty of Medical Leadership and Management** May 2018

Leadership in today’s NHS: delivering the impossible
Anandaciva, S. et al
*The Kings Fund* July 2018
Leaders of NHS trusts are now increasingly expected to look beyond the four walls of their organisation and work as part of local health and care systems to transform how services are delivered. This change has been welcomed by leaders but requires different leadership skills and approaches to the past. And this transformative work is taking place against a backdrop of rising demands on services and prolonged austerity in NHS funding. Financial and performance pressures and an unrelenting focus from national regulators, politicians and the media all compete for the limited time that senior NHS executives have. Several chief executives have also recently left or been removed from their posts due to the financial or performance pressures that are widespread in the NHS. The task of NHS leadership is not getting any easier.

**Lilly Lecture 2018 summary and video**
Reitz. M.
**Faculty of Medical Leadership and Management** May 2018
This year’s Lilly lecture was delivered by Professor Megan Reitz, Associate Professor of Leadership and Dialogue for Ashridge Business School. Prof Reitz has led Speaking truth to power, for the past three or four years to investigate what happens in teams and organisations “when people can talk about things”. Inevitably, she explains, it’s all about power: how power is constructed and how to negotiate the power differences in order to speak up, as well as listen. Prof Reitz talked about applying a “truth framework” between the speaking-up and the listening, in order to achieve a level of trust that is still not without risk – as illustrated by Charles Handy’s point: “The world may admire the truth-tellers, but few will want to employ them.” The struggle comes with the realisation of having to say something and dealing with the consequences that go with that.

NHS Improvement
**NHS Improvement** 2018
The focus for this small and rapid review was on leadership for the 14 professions regarded as AHPs by NHS England: art therapists, drama therapists, music therapists, chiropodists/podiatrists, dietitians,
The intention of this toolkit is to provide a single, user-friendly, ‘go to’ resource that all doctors in training can access and use to structure and support their development of medical leadership skills. This resource demonstrates how they can evidence leadership development and signposts opportunities for those keen to take up higher leadership roles in their future careers.

Is blended learning and problem-based learning course design suited to develop future public health leaders? An explorative European study
Könings, K.D. et al
Public health leaders are confronted with complex problems, and developing effective leadership competencies is essential. The teaching of leadership is still not common in public health training programs around the world. A reconceptualization of professional training is needed and can benefit from innovative educational approaches. Our aim was to explore learners’ perceptions of the effectiveness and appeal of a public health leadership course using problem-based, blended learning methods that used virtual learning environment technologies.

The state of medical leadership and management training for junior doctors
Hynes, G. et al
Faculty of Medical Leadership and Management 2018
This report presents the results of a 2017 survey of junior doctors’ attitudes and experiences of medical leadership and management. It contains eight recommendations on where effort should be focused to develop junior doctors as effective leaders and managers of healthcare in the UK. Effective clinical leadership is known to result in better patient outcomes, and it is today’s junior doctors who will be the healthcare leaders of tomorrow. While increasing pressures within the NHS (and HSC in Northern Ireland) have made the development of such skills more urgent, leadership development for junior doctors is not as well-formulated as other areas of medical training. Junior doctors are in a position to identify many of the most pressing issues facing our health service today: they spot problems, so, providing the tools and opportunities to resolve these problems may well improve the efficiency and safety of the NHS as a whole.

Why and when leadership training predicts effectiveness: The role of leader identity and leadership

occupational therapists, operating department practitioners, orthoptists, osteopaths, prosthetists and orthotists, paramedics, physiotherapists, diagnostic and therapeutic radiographers, speech and language therapists. The evaluation indicates that AHP leaders face challenges in common with leaders across health and social care. Some specific historical and structural contexts have created ambiguity about the concept of AHP leadership. Preliminary indications suggest the presence of senior leadership can support AHPs’ visibility, influence and contribution to trusts’ services. This may seem obvious, but the proportion of trusts with such senior leadership is small. Some AHPs are already in posts providing strategic leadership for AHPs and the wider health and social care system, engaging staff in improvement to deliver quality and productivity benefits. But more needs to be done to promote AHP development in leadership and to sustain existing leaders.

An Emerging Integrated Middle-Range Theory on Asian Women’s Leadership in Nursing.
Im, E.O. et al
Asian cultures reflect patriarchal cultural values and attitudes, which likely have influenced women leaders in their countries differently from women in Western cultures. However, virtually no leadership theories have been developed to reflect the experiences and development of nursing leaders from Asian cultures. The purpose of this article is to present an emerging integrated middle-range theory on Asian women’s leadership in nursing. This theory will help understand nursing leadership in Asian cultures and provide directions for future nurse leaders in this ever-changing globalized world.

Staff
Out to Succeed: Realising the full potential of LGBT+ talent
Sears, T. et al
PwC 2018
Businesses succeed in an environment that enables diverse talent to thrive. Both the business leaders and employees from different companies and industries around the world taking part in the OutNEXT/PwC Out to Succeed survey highlight the extent to which a supportive and targeted focus on LGBT+ inclusion is a valuable brand differentiator, performance enhancer, and talent draw. But what do high-potential LGBT+ employees want from employers, and are businesses
The purpose of this paper is to build and test an integrative model of leader identity as an important mechanism explaining why reactions to leadership training associate with leader effectiveness. It is proposed that this mediation relationship is conditional on leadership experience (i.e. time in a formal managerial role), such that it will be weaker for more experienced leaders because they already possess complex leadership-related knowledge and skills. Leadership training for senior leaders should qualitatively differ (in terms of content and length) from that for novice leaders. Leadership training can substantially improve managers' ability to lead effectively. The present study is the first to establish leader identity as a motivational mechanism that explains this relationship. This is also the first study to test for the role of leadership experience in leader development.

Flexible working in the NHS: the case for action
Timewise
London Women's Leadership Network 2018
The staffing crisis in the NHS has the organisation close to breaking point. Large numbers of staff are leaving, with many citing work-life balance as the primary reason. Recruitment is proving challenging, vacancies remain unfilled, and agency costs are spiralling as a result. Yet, while flexible working is central to tackling these issues, there is no clear definition of what flexible working means within the NHS. Furthermore, the organisation tends to operate on a request-response model, in which flexibility is seen as a problem to be accommodated, rather than a way to meet the nonwork needs of all staff. The variety of roles and ways of working adds further complexity, with different solutions needed for shift-based working. The solution is to redesign jobs and working practices for all, taking into account the specific clinical and operational constraints in each profession, job role and specialty. This innovative approach to flexible job design will create role-specific flexible options, for staff at all levels.

Leadership books in the library
Rational leadership : developing iconic corporations [electronic resource]
Brooker, P. et al
2018 Oxford University Press
Nursing ethics and professional responsibility in advanced practice
Grace, P.J.
2018 Jones & Bartlett Learning
The leadership skills handbook : 90 essential skills you need to be a leader
Owen, J.
2017 Kogan Page Ltd
Leadership for evidence-based innovation in nursing and health professions
Davidson, S. et al
2017 Jones & Bartlett Learning

This bulletin is based partly on the leadership blog for Thames Valley and Wessex Leadership Academy:
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