Types of Leadership required to Embrace and Enhance Diversity in the NHS

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Aim

• The Wicked Issue
• Challenge
• Leadership Styles/behaviour/skill
• Unconscious bias
• Inclusive leadership
• Authentic leadership
• Collective leadership
Wicked Issue

• The NHS local workforce consist of 35% Black and Minority Ethnic (BME) staff.
• The majority of the BME staff in local organisation are represented in the lower bands in the workforce which is consistent with NHS workforce data
• A high percentage of BME staff complain of harassment and bullying in their work place and lack of opportunity to be promoted
West et al (2012) stated that "the experience of black and minority ethnic NHS Staff is a good barometer of the climate of respect and care for all within the NHS."

They advocate that where BME staff felt valued and were engaged and motivated it impacted positively on patient satisfaction with service provided.
Challenge

• To highlight the issue across the whole of NHS organisation as a serious challenge for all leaders and managers to address the unconscious bias
• To nurture, empower and encourage BME staff to progress in the organisation
• To empower all to embrace inclusion across the whole organisation where diversity is embraced and celebrated
Unconscious bias

• Unconscious bias describes the prejudice and assumption one person has towards another based on common cultural stereotypes rather than a deliberate thought through judgement.

Kandola (2009)
Inclusion

- Inclusion is the complete acceptance and integration of all NHS employees regardless of diversity background.
- For employees, this proactively leads to sense of belonging, engagement, progression and full participation within the organisation.
Authentic leadership

• Authentic leaders lead with compassion and therefore are able to influence, inspire and encourage followers to do and achieve their best. This encourages a positive work environment and professional growth and development of staff.

Yasinski 2014
Collective Leadership

• Emphasises the need for all staff to take the responsibility of ensuring a compassionate culture in the organisation. When leaders create positive, supportive environments for staff the staff will be enabled to provide high quality, safe effective care to the patients. Collective leadership requires all staff to work at solving problems together

West et al 2014
Inclusive Leadership

• Inclusive leaders get the best out of all their people, helping their organisations to succeed in today’s complex, diverse national and global environment.

• Through their skills in adaptability, building relationships and developing talent, inclusive leaders are able to increase performance and innovation

Hollander (2009)
Thought Diversity

• Thought diversity is the recognition that each individual has a unique mix of identities, cultures and experience that informs how they think, interpret and negotiate and accomplishes a task. Thought diversity embraces the full potential of each person in the workforce and their uniquely different ways of thinking.

Deloitte 2013
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