

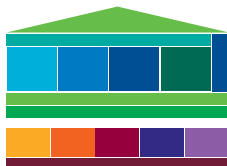
# The Productive Leader

*Releasing time to lead<sup>VP</sup>*

## Executive Leader Guide

Version 2

This document is for leaders, executive sponsors, project managers and facilitiators



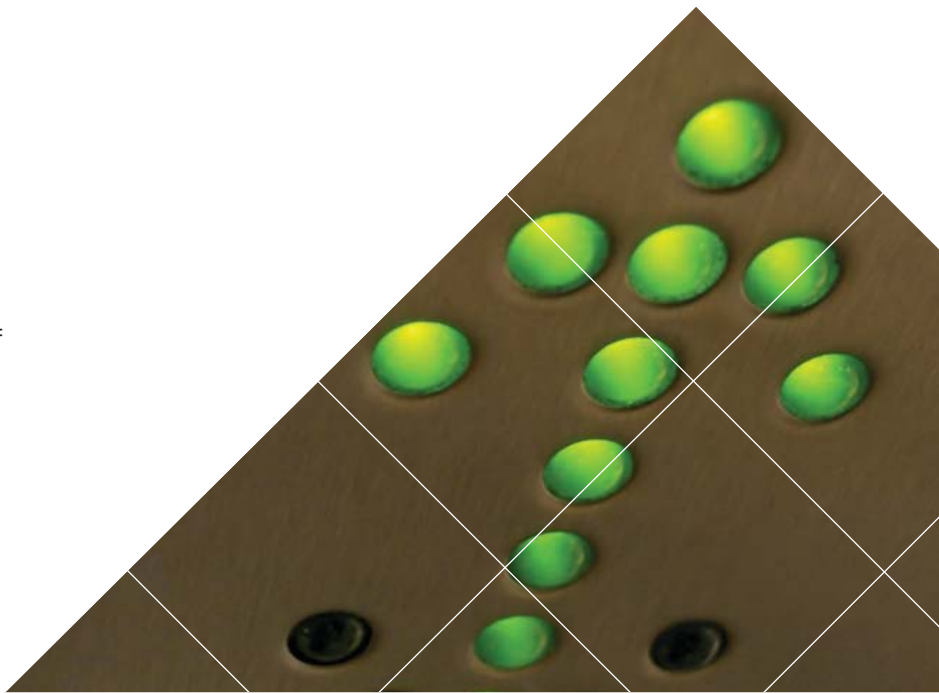
© Copyright NHS Institute for Innovation and Improvement 2010

*The Productive Leader: Releasing time to lead™ – Executive Leader Guide* is published by the NHS Institute for Innovation and Improvement, Coventry House, University of Warwick Campus, Coventry, CV4 7AL.

This publication may be reproduced and circulated by and between *NHS England staff, related networks and officially contracted third parties only*, this includes transmission in any form or by any means, including photocopying, microfilming, and recording.

This publication is copyright under the Copyright, Designs and Patents Act 1988. All rights reserved. *Outside of NHS England staff, related networks and officially contracted third parties*, no part of this publication may be reproduced or transmitted in any form or by any means, including photocopying, microfilming, and recording, without the written permission of the copyright holder, application for which should be in writing and addressed to the Marketing Department (and marked 're: permissions'). Such written permission must always be obtained before any part of this publication is stored in a retrieval system of any nature, or electronically.

ISBN: 978-1-906535-73-5



# Executive Leader Guide: contents

03 Overview

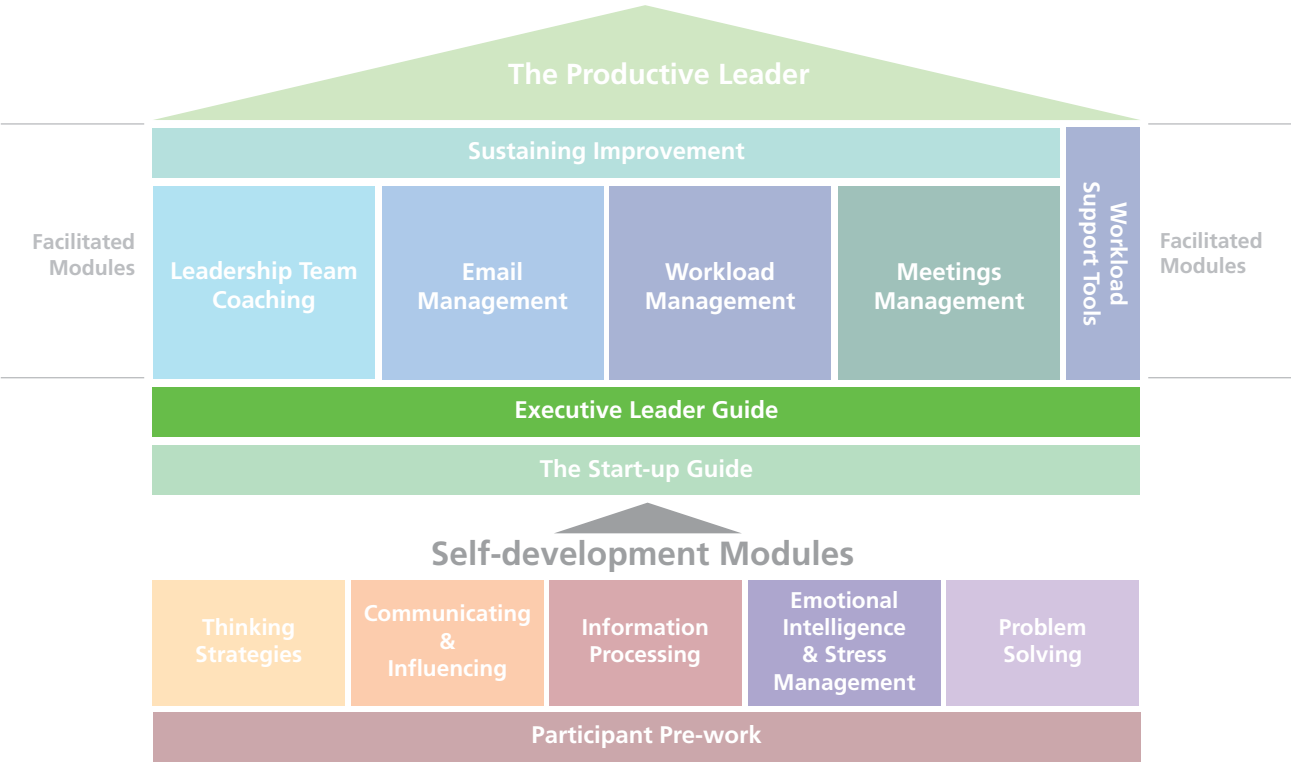
08 Why The Productive Leader?

14 The Productive Leader approach

20 Critical factors for success

28 What happens next?

# The Productive Leader modules



# Executive Leader Guide: overview

In the current NHS climate, the need to drive efficiency and productivity makes The Productive Leader programme more relevant than ever.

## In this guide discover:

- how The Productive Leader can benefit you and your staff
- how to deliver the programme for maximum impact
- what resources, in terms of time and expertise, are needed
- what commitment you and your staff need to make
- what simple steps you can take to start the programme.

## The Productive Leader: *Releasing time to lead*<sup>VP</sup>



### Introduction by Helen Bevan, Chief of Service Transformation NHS Institute for Innovation and Improvement

Quality and productivity are goals at the heart of our work and yet we might typically associate them as priorities for our clinical staff. At a time when the NHS faces its biggest challenge to deliver improvements at an unprecedented scale, we as leaders must see ourselves as part of this drive.

From our research we know that senior leaders spend around 70% of their working week in back-to-back meetings, leaving little time to act on decisions made. We also know that leaders, their support staff and direct reports often do not have the opportunity to review how they work together.

These practices can lead to poor productivity, slow progress with projects and inevitable duplication of work. Our ability to add value in our roles feels significantly diminished and we feel we are constantly 'fire-fighting'.

If we pause to consider the fact that these issues might be present in other parts of the organisation – among managers, clinical teams and administrative staff – suddenly the scale of the challenge and the opportunity for improvement becomes very tangible.

The Productive Leader is a systematic, evidence-based programme that can help you to tackle these issues and instil a culture of improvement at all levels of your organisation.

This programme is as much about behavioural change as it is about looking at the processes we have in place to do our day-to-day work. By adopting and embedding best practice in how we run meetings, deal with emails and organise our workload we can get the best from ourselves and our teams.

The premise might appear simple, but senior leadership teams testing The Productive Leader released a staggering 20% of their time to reinvest in more value-adding activities, such as strategic planning, preparation and thinking.

All these activities make for much more effective leadership, a critical factor for example, in driving the QIPP agenda and ensuring success in clinical service improvement programmes like The Productive Ward and Productive Community Services.

We owe it to our teams to make time to lead and to role model effective practices in our own working lives. I hope you will accept the challenge!

# How The Productive Leader supports the QIPP agenda

NHS organisations striving to meet the QIPP challenge must gather evidence to demonstrate improvements in quality, innovation, productivity and prevention in the range of work that they do.

The Productive Series programmes are designed to improve quality and drive efficiency. To support this effort, the NHS Institute has developed tools to collate data to provide return on investment evidence.

The Module Impact Framework tool for The Productive Leader enables you to collect both qualitative and quantitative data to report on areas such as:

- financial impacts
- process improvements
- improvement stories and tips from your experience of implementing the programme.

*'Meeting the QIPP challenge is the biggest priority in the NHS today and The Productive Leader can release some time to help lead this agenda effectively.'*

Jane Cummings, Executive Director, NHS North West



# What is unique about The Productive Leader?

Based on lean principles and developed in co-production with NHS staff, this programme:

- Encompasses all aspects of personal productivity.
- Targets three high impact areas which offer the biggest opportunities for improvement: email, meetings and workload management.
- Starts at the top with the executive team and their support staff but aims to spread best practice across all parts of the organisation.
- Advocates a team approach, recognising the hidden value of administrative support staff.
- Supports you and your team to redefine and streamline the way you manage your work.
- Promotes a culture of continuous improvement leading to real savings in time and resources.

*'This programme has come at the right time and it fits with our vision of embedding improvement across the organisation.'*

Joanne Davy, Service Improvement Lead, NHS Leeds Community Healthcare

# Why The Productive Leader?



## Do you and your team...

... feel unable to focus on strategically important activities because you face continual urgent tasks or overload?

... often work in your own time into the evening or at the weekend to catch up on things you do not get done during regular working hours?

... see your diaries constantly dominated by long, unproductive meetings?

... struggle with the burden of your emails?

### **Release time to lead with The Productive Leader**

#### **Reclaim...**

- up to a day per week through improved meeting, email and workload management
- around six hours per week of your PA support time

# How you will benefit from The Productive Leader

Patients are at the heart of your organisation's work. Therefore any improvements you make directly impact the service your patients receive.

By participating in The Productive Leader, you will:

- release up to 6.5 hours per week by managing your meetings more effectively
- enjoy greater focus, increased participation and clearer outcomes in meetings
- feel in control of your inbox and reclaim up to 16 days a year by applying simple email techniques
- develop more efficient ways of managing your workload to reduce waste and duplication
- benefit from stronger working partnerships with your PA and colleagues.

You can then reinvest time released to:

- become more visible in the organisation, spending more time with staff, patients and the public
- think, plan and reflect to be better prepared at meetings
- work on your own professional development and nurture talent in the organisation
- move towards a sustainable work-life balance.

*'Our A&E services were under huge pressure this winter but I felt more in control than previous years. Since implementing The Productive Leader as a team we are better able to deal with the urgent and the unexpected.'*

Operations director, NHS trust

# Getting started with The Productive Leader

The recommended approach to The Productive Leader is to start with the senior leadership team (chief executive, executive directors and their PAs).

This first stage will result in the top team role modelling new practices and behaviours first, building credibility for other staff.

What sets this programme apart from other initiatives is that it's not prescriptive. It can be adapted to your organisational context, culture and to suit the needs of different staff groups.

The ultimate goal is to spread best practice through the organisation, which can be achieved in a number of ways.

## Timing your first stage delivery

Developing new ways of working can have a huge effect on productivity, but it takes time. With the right resources and commitment the top team can complete the programme in as little as eight weeks, however some allow up to 20 weeks for this first stage.

# Defining 'leaders' and 'teams' in this programme

In this programme we recognise leaders in the broadest sense, ranging from those with managerial responsibilities to those who lead with influence in clinical settings.

As a leader working on this programme you will have a responsibility to champion the practices and behaviours that are expected of your colleagues and peers.

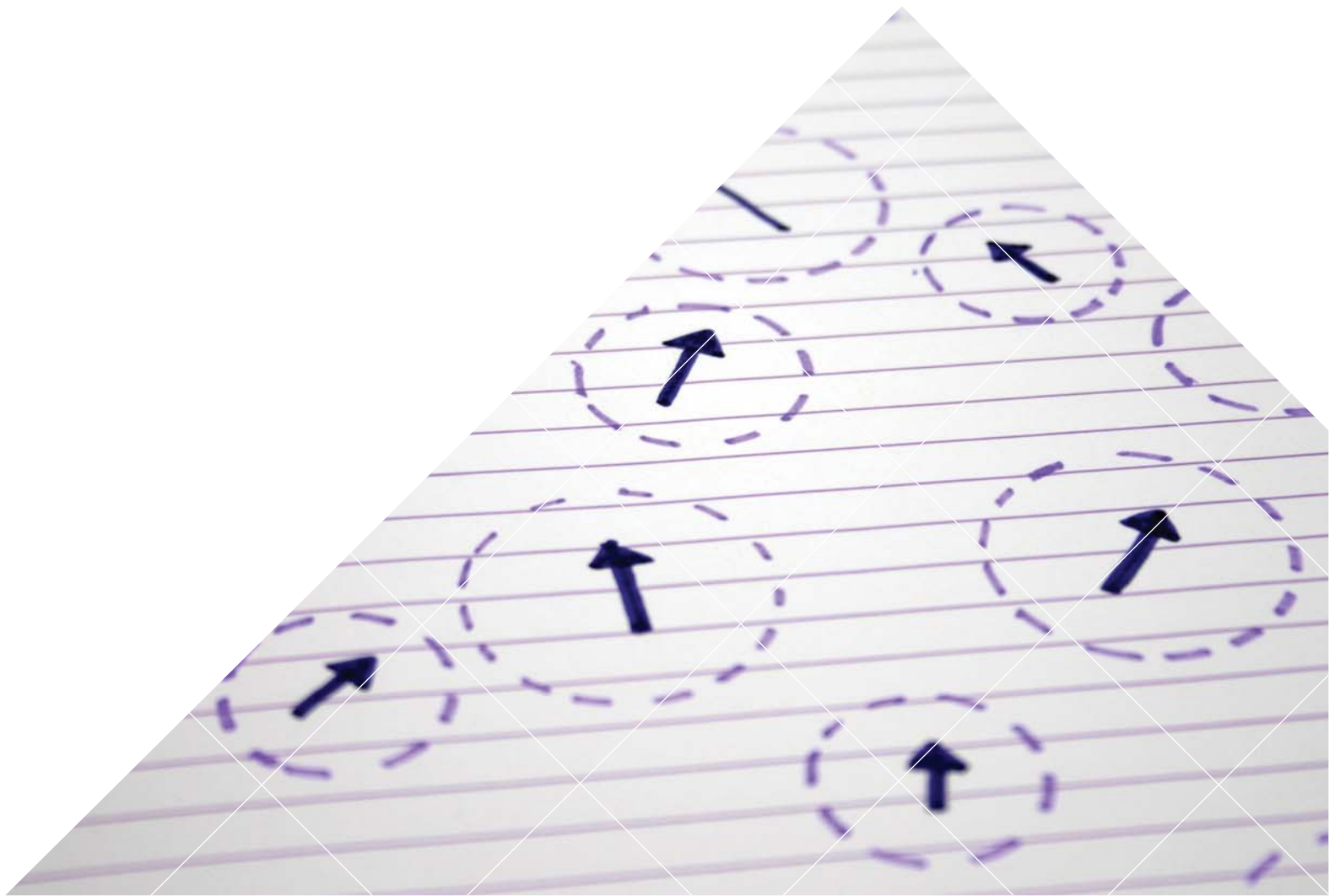
In this programme we also talk about teams. At different stages in the programme, you will be asked to work more effectively in your 'team' in all its forms:

- As whole leadership teams (for example senior managers with your administrative support).
- As peer teams, such as a team of managers or a team of PAs.
- As partnerships, such as a director and a PA.

*'We recognise that leadership is at every level of the organisation. To face the challenges that lie ahead, both financially and from the QIPP agenda, we need to strengthen and support leadership at the point of service delivery.'*

*Applying the principles of The Productive Leader will allow us to nurture the individuals and skills needed to transform our services into a hospital of the future.'*

Elaine Jeffers, Divisional Director, Barnsley Hospital NHS Foundation Trust



# The Productive Leader approach





# Empowering you and your team to drive changes

Every organisation is unique. From the mix of services it provides, to the populations it serves and the staff who work there. The Productive Leader is designed with this in mind.

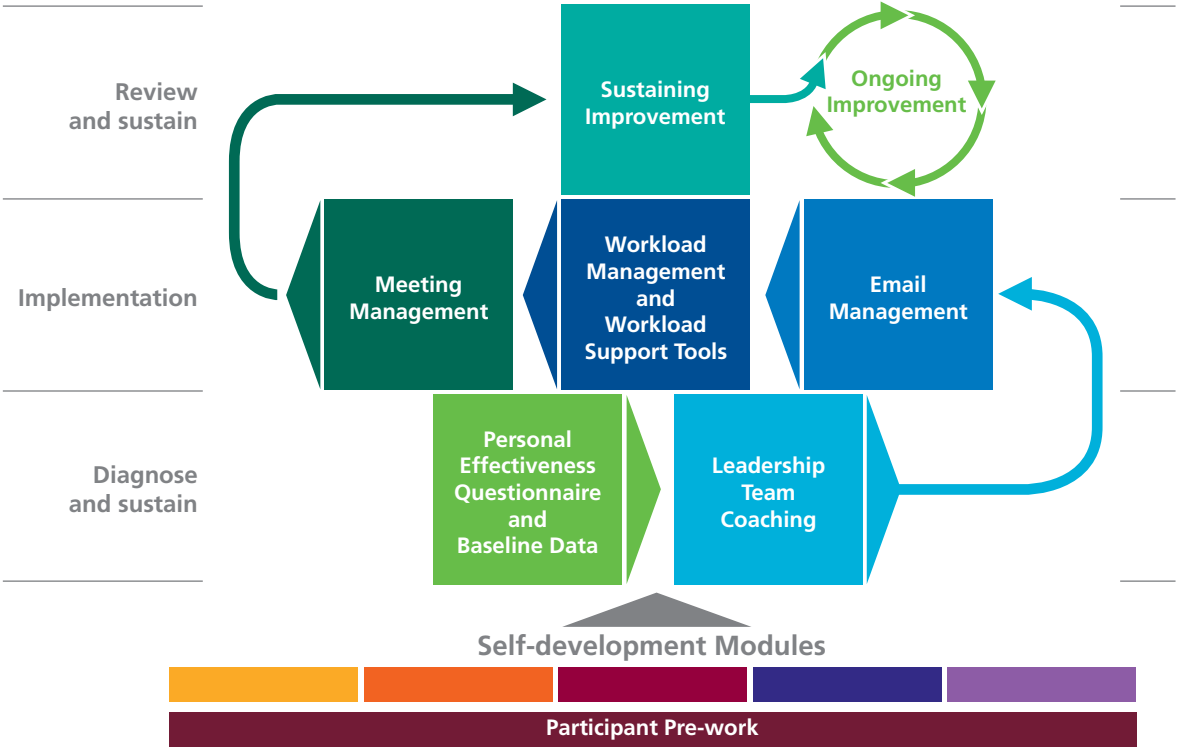
This programme will help you and your team to shape how you work best, drawing on some of the most successful best practice adopted in other sectors and tested in the NHS.

Firstly, as a whole team – leaders and PAs - you will work through the programme's modules, five of which are delivered as facilitated sessions.

## **As a participant during the programme you must commit to:**

- Measuring and reviewing current performance in areas such as email, meetings and workload management.
- Reflecting on and challenging your own behaviours and those of your team.
- Considering a range of positive and effective techniques and practices.
- Selecting and adapting best practice to suit your local working environment.
- Testing and reviewing changes you introduce to ensure they result in improvements.

# The Productive Leader programme



# A step-by-step approach to being a productive leader

## What to do first

**Pre-work** - collect baseline and personal effectiveness data to show current performance; complete the Honey and Mumford learning styles questionnaire.

## What to do next

Leadership Team Coaching

Email Management

Workload Management & Tools

Meetings Management

Sustaining Improvement

Participate in facilitated sessions where you will:

- reflect on current performance and behaviours
- work together to learn about best practice
- agree how to make changes to you and your team's way of working.

Ongoing behaviour and culture change through spreading and sustaining

# Executive sponsorship is crucial

People across your organisation will be more likely to engage with The Productive Leader and be open to change if they:

- see their peers and leaders role modelling
- have an insight into how and why things need to change.

Engagement is vital and must be driven at every level from executive to the front line. As an executive sponsor you are best placed to do this.

Before you start this programme, you need to communicate with staff:

- your personal reasons for change
- how The Productive Leader fits with other organisational development programmes
- how it supports the organisation's overall strategic goals.

*'Reinforcing the commitment to the programme and to our staff was essential and having input from the executive sponsor helped achieve what we had set out to do.'*

Elaine Latham, Deputy Director of Service Improvement, NHS Cornwall and Isles of Scilly

# Testimonials

NHS chief executives who have implemented the programme



**Chris Burke**

Chief Executive, Stockport NHS Foundation Trust

*'You need time, patience and energy to realise the potential of this programme. The Productive Leader has given us time to pause and has helped us make more of the team.'*



**Andrew Cash**

Chief Executive, Sheffield Teaching Hospital NHS Foundation Trust

*'This programme provided a busy executive team with valuable headroom and a practical approach to work on improving its effectiveness as individuals and as a team.'*

# Critical factors for success



## Your organisation's commitment to implementing The Productive Leader

This is the initial resource investment you are likely to need to deliver The Productive Leader to your first team.

Group	Role	Investment	Time saved
<b>Executive sponsor</b>	Commit time and energy to the programme	Up to 15 hrs	Implementing more effective working practices can save individuals 40 to 46 days per year*
<b>Leaders PAs</b>	Champion the programme in the organisation	Up to 20 hrs <i>(To include pre-work, Self-development modules and attending facilitated sessions)</i>	
<b>Project manager</b>	Plan delivery, monitor and champion the programme	Up to 15 hrs per week	
<b>Facilitator</b>	Deliver the facilitated sessions and support pre-work collation	Up to 15 hrs per week	

\*Based on research and testing in NHS England organisations

Total duration of the programme

## The right people as project manager and facilitator

You need to ensure that the people you select to plan and facilitate The Productive Leader have both capacity and capability.

This decision is a critical success factor in implementing The Productive Leader.

### **The project manager**

- They will need to be highly credible and influential among the senior leadership team.
- This role is not just about planning but being able to see the links between The Productive Leader and existing organisational priorities and initiatives.
- Having a background in organisational development or HR is a huge advantage.
- Often this role is taken on by a director or head of OD or workforce.

### **The facilitator**

- They will need to be confident to facilitate and challenge senior leaders.
- People most successful in this role are those with an interest or background in service improvement or organisational development.
- Having the ability to adapt the materials and maintain the principles of the programme is vital to successfully spreading to the rest of the organisation.



# Identifying your project manager

## Role description

- Project management - ensuring the day-to-day implementation according to the agreed action plan.
- Support the executive sponsor.
- Stakeholder management within the organisation.
- Communication %establishing and implementing a communications plan.
- Visible involvement %with executive and support team.
- Model the changes as agreed in the facilitated sessions to help champion new practices.
- Assess outcomes and benefits.

## Competencies

- Previous experience of leading complex change projects.
- Involvement and understanding of strategic and business planning.
- Ability to influence at all levels within the organisation.
- Excellent communication skills.
- Ability to drive forward to achieve the desired outcomes even when there are challenges.
- Ability to collaborate with others.

# Identifying your facilitator

## Role description

- Deliver the facilitated sessions
- Ensure that the participants agree action plans to change behaviour and implement improvements.
- Ensure the required information is available to measure performance and improvement.
- Ensure that all learning is captured and communicated.

## Competencies

- Skilled in facilitating meetings/workshops and empowering participants.
- Skilled and knowledgeable in improvement techniques.
- Previous involvement in improvement projects.
- Ability to deal with challenging situations.
- Excellent communication skills.

# Measuring success during The Productive Leader

## How will you know whether changes you have introduced have resulted in improvements?

This question is central to any service improvement programme and is equally valid for The Productive Leader.

We expect our clinical teams to collect baseline data, introduce changes and measure impact as a way of demonstrating that improvements to patient services have been made and sustained.

For the same reason, as participants in The Productive Leader you will collect a range of baseline and impact data to:

- provide a snapshot of current performance
- inform improvement aims and measures during the course of the facilitated sessions
- provide a basis upon which improvement can be measured
- direct your thinking towards potential areas for ongoing development.

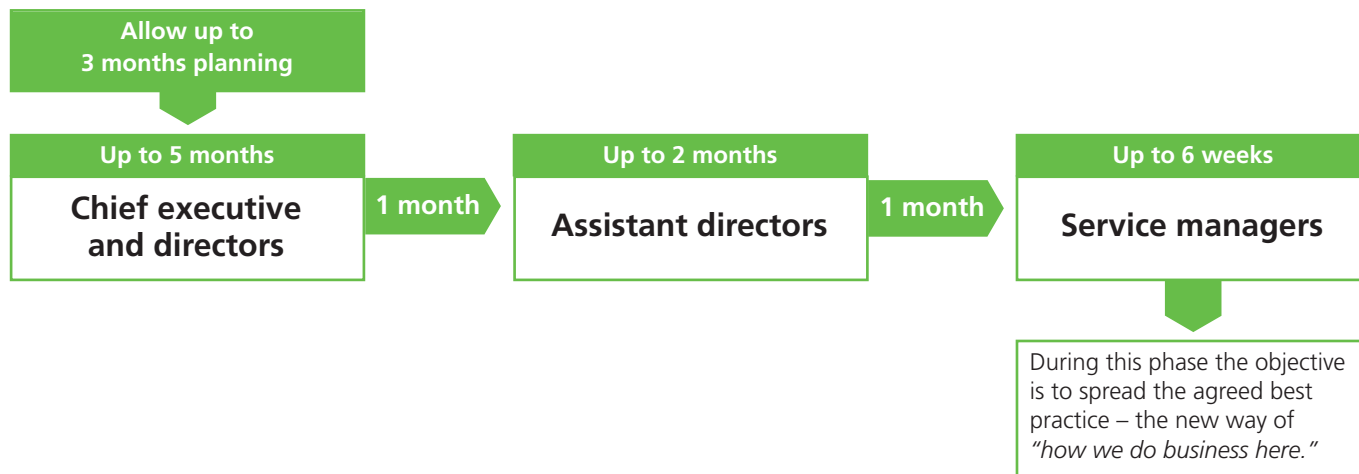
*'We are asking our clinical teams to be more productive.  
We should be demonstrating this as well.'*

Kath Evans, Service Development Manager, Kirklees Community Healthcare Services

# Spreading best practice across your organisation

It is possible to spread The Productive Leader from your first team to across your whole organisation in around 10 months. This assumes that you complete a full post-implementation review after each phase to ensure the best experience for each new group of participants.

This is a suggested timeline that you can amend to meet your needs. See the next page for other spread options.



# The pros and cons of different spread options

Phased spread options*	Pros	Cons
By grade/level/tier	<ul style="list-style-type: none"> <li>• driven by hierarchy</li> <li>• role models established for the organisation</li> <li>• lessons can be learnt before spreading to next level</li> <li>• initiative is given status and visibility</li> </ul>	<ul style="list-style-type: none"> <li>• initiative could be seen as forced on organisation</li> <li>• leaders need to uphold the right behaviours all of the time</li> </ul>
By department/ directorate	<ul style="list-style-type: none"> <li>• suited to organisations with distinct departmental differences as a tailored approach to the programme can be devised</li> <li>• useful where departmental change is happening</li> </ul>	<ul style="list-style-type: none"> <li>• reduces likelihood of consistency across the organisation</li> <li>• role models are fewer as programme relies on one or two leaders</li> </ul>
In response to local demand	<ul style="list-style-type: none"> <li>• harnesses energy and interest</li> <li>• enthusiastic adopters drive take up of the programme</li> <li>• increased buy-in for the initiative and high staff engagement</li> </ul>	<ul style="list-style-type: none"> <li>• enthusiasts can be seen as evangelists</li> <li>• relies on buy-in from an area to trial the initiative</li> <li>• dependent on a good strategy to manage communications</li> </ul>
By location	<ul style="list-style-type: none"> <li>• caters for organisations that are more geographically dispersed</li> </ul>	<ul style="list-style-type: none"> <li>• lack of visibility of success and lessons learned between locations</li> </ul>

\*These options can be combined

## What happens next?

**1. Think about who you need to engage before getting started. Is your leadership team on board?**

Download the Start-Up Guide from our website to start the discussion with your team.

**2. Make sure you have the right resources and commitment to deliver this programme.**

Have you identified a project manager and facilitator who have the right skills and capacity to deliver?

**3. Consider the timing of rolling out this programme.**

Does it align with current priorities within the organisation?

**4. Look into ‘Train the Trainer’ events for your project manager and facilitator.**

Contact the NHS Institute to discover what support is available to your organisation.

**5. Register online to order or download The Productive Leader modules and access all the programme’s tools.**

For more information on all the above, see [www.institute.nhs.uk/productiveleader](http://www.institute.nhs.uk/productiveleader)  
or email [productiveleader@institute.nhs.uk](mailto:productiveleader@institute.nhs.uk)

## The Productive Series

The Productive Leader is part of The Productive Series, which includes The Productive Ward, The Productive Community Hospital, The Productive Mental Health Ward, The Productive Operating Theatre and Productive Community Services.

Each programme in The Productive Series:

- is based on lean principles, developed in co-production with NHS staff
- supports you and your team to redefine and streamline the way you manage your work
- results in significant and lasting improvements including extra time for patient care
- promotes a culture of continuous improvement, leading to real savings in resources and improved morale.

NHS organisations that have implemented a clinical Productive programme are often very receptive to the idea of driving the improvement agenda to all leaders and staff, making The Productive Leader a natural next step.



*'We have seen benefits already from The Productive Ward. It seems logical that we now look to our management which we have perhaps neglected in the past.'*

Kevin Downs, Head of Service, Hull and East Yorkshire Hospitals NHS Trust



*Institute for Innovation  
and Improvement*

**Website:** For more information please visit [www.institute.nhs.uk/productiveleader](http://www.institute.nhs.uk/productiveleader)  
**Contact The Productive Leader team:** [productiveleader@institute.nhs.uk](mailto:productiveleader@institute.nhs.uk)



If you require further copies quote **Product Code PD114** and contact:  
New Audience Limited, Unit 26, Empire Industrial Estate,  
Empire Close, Adridge, West Midlands WS9 8UQ  
Tel: 01922 742 555  
Email: [institute@newaudience.co.uk](mailto:institute@newaudience.co.uk)

**ISBN: 978-1-906535-73-5**

Copyright © NHS Institute for Innovation and Improvement 2010  
All rights reserved

