

PHASE 2 ANNEX A

# Intelligence from Phase 1

Mapped across five cultural elements: an example



This is an example of a mapping exercise developed by the Center for Creative Leadership (2016), which mapped outputs for Phase 1 against the five cultural elements.

## Purpose of this exercise:

For the change team to understand how their organisation’s current leadership and culture practices foster (or hinder) leadership in each of the five dimensions, and to map what they need to do in future to develop the leadership and culture that their organisation needs. [Annex B](#) shows an example based on this.

Cultural element	Current situation	Future needs	Implications for the leadership strategy	Actions to create required leadership
<b>Vision and values</b>	Women are under-represented in senior leadership positions	50/50 representation by 2020	Examination of current recruitment practices and talent pool	<ul style="list-style-type: none"> <li>• Revisit talent management plans</li> <li>• Diversity training</li> </ul>
<b>Learning and innovation</b>	Non-mandatory development opportunities not accessed by some groups of staff	All staff groups to access opportunities	Check relevance and perceived value of current offer. Map against organisation’s aims	Investigate and remove barriers to access, eg align offer with shift workers
<b>Goals and performance</b>	<35% of appraisals reported as ‘good quality’	Increase in respondents saying they participated in a quality appraisal	Invest in appraisal training	Training in appraisal practice and technique, including giving feedback
<b>Compassion</b>	>25% of clinicians report symptoms of burnout	Reduction in reported burnout	Introduce processes and systems of care to establish healthy clinician–organisation relationships	Facilitate clinician engagement through Mayo ‘listen, act, develop’ model
<b>Teamwork</b>	Lack of co-operation between roles in urgent and emergency care, leading to breaches	Better teamwork to reduce waits	Clinician leaders to be supported to play a more visible role	Establish values-based recruitment. Introduce safety huddles and interventions to improve communications

*Adapted from Center for Creative Leadership (2016) Design phase activity: Change team workshop*