

# **System Leadership: developing and using Political Skill**

## **Workbook**

**Lead by:**

**Professor Justin Waring &**

**Bridget Roe**

**SUPPORTED BY**

**NIHR** | National Institute  
for Health Research

## Introduction

This workbook is to support and guide you to navigate your political landscape. We have included all the tools and activities you will use in the workshop. We hope you will continue to find these activities to be useful in your on-going project activities. They can be used at the beginning of projects or at any time during them, in fact we recommend you revisit the ideas and activities regularly.

If you have any questions or would like to contact us with feedback, please do so to: [j.waring@bham.ac.uk](mailto:j.waring@bham.ac.uk); [b.j.r@bham.ac.uk](mailto:b.j.r@bham.ac.uk)

### Study Team

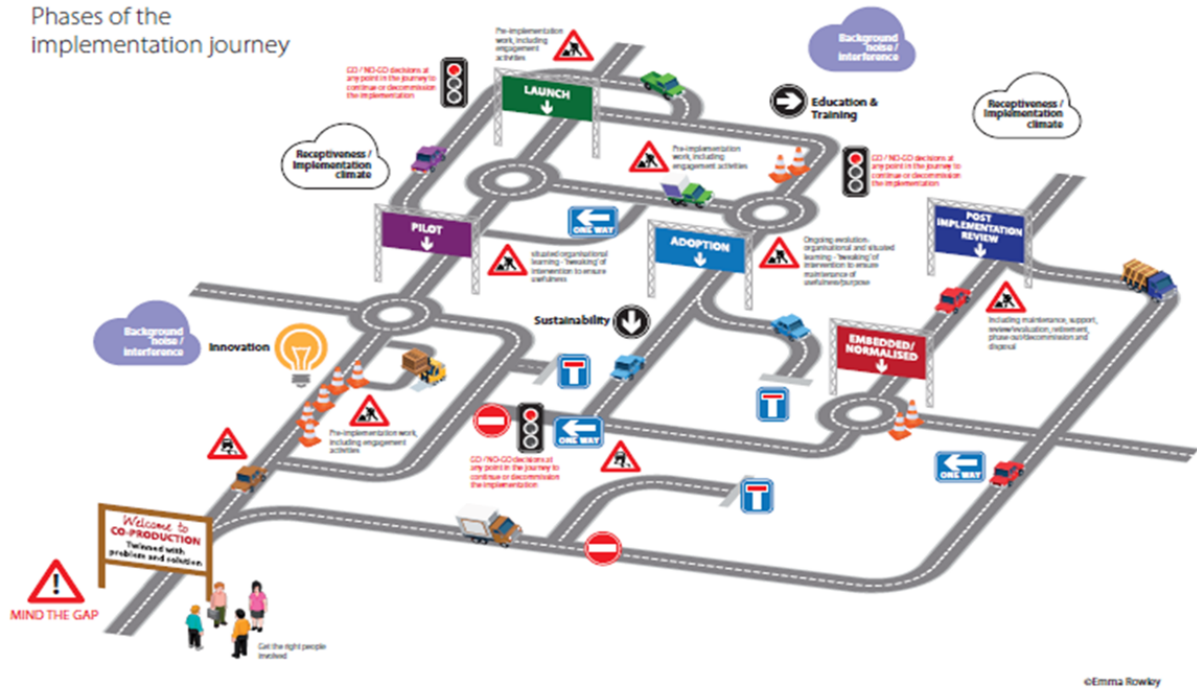
Justin Waring, Simon Bishop, Jenelle Clarke, Mark Exworthy, Naomi Fulop, Jean Hartley, Angus Ramsay, Georgie Black, Bridget Roe.

### Acknowledgement and Disclaimer

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# Change as a Journey

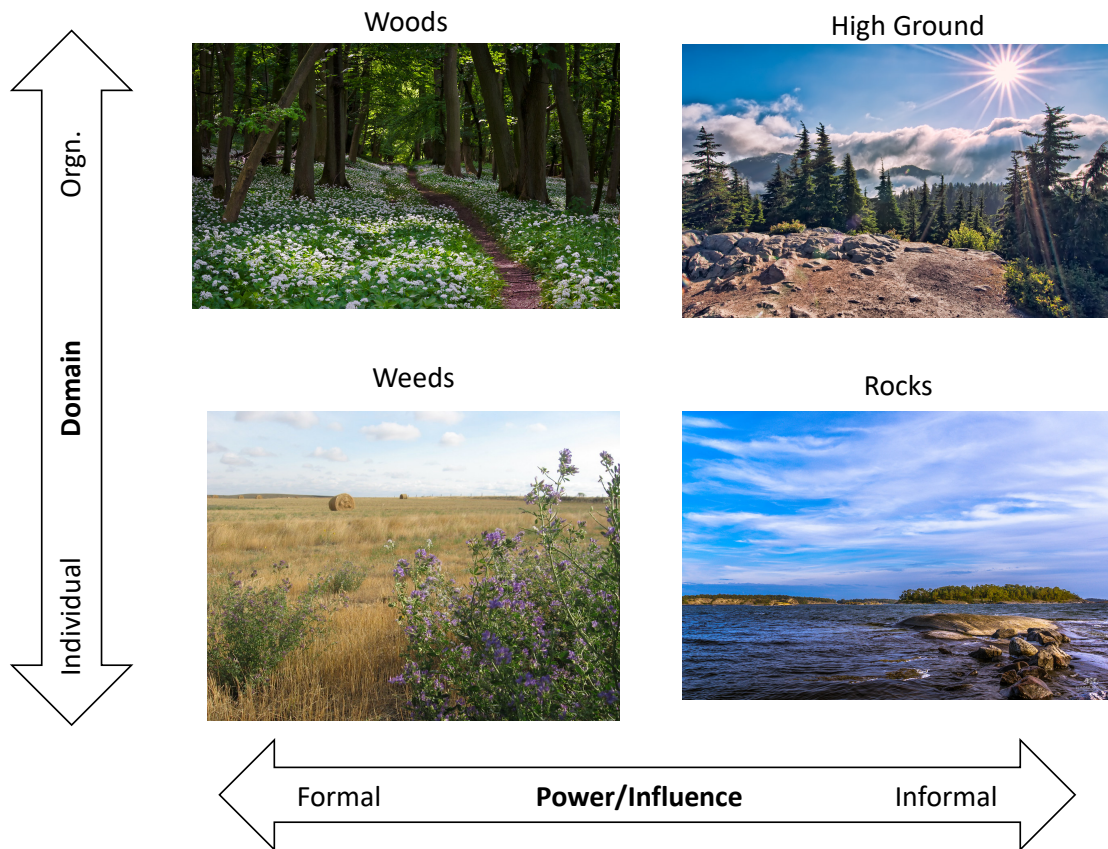
## Phases of the implementation journey



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<b>The Destination-what are you trying to achieve?</b>
<b>The start- what is your plan?</b>
<b>The Fuel- resources, data, staffing</b>
<b>The Passengers-who are your stakeholders? Roles?</b>
<b>The Hazards-what might be the barriers and blockages?</b>
<b>The Detours- what is taking longer than anticipated?</b>
<b>The Check Points- monitoring and revisiting plan</b>

## Thinking about your Landscape

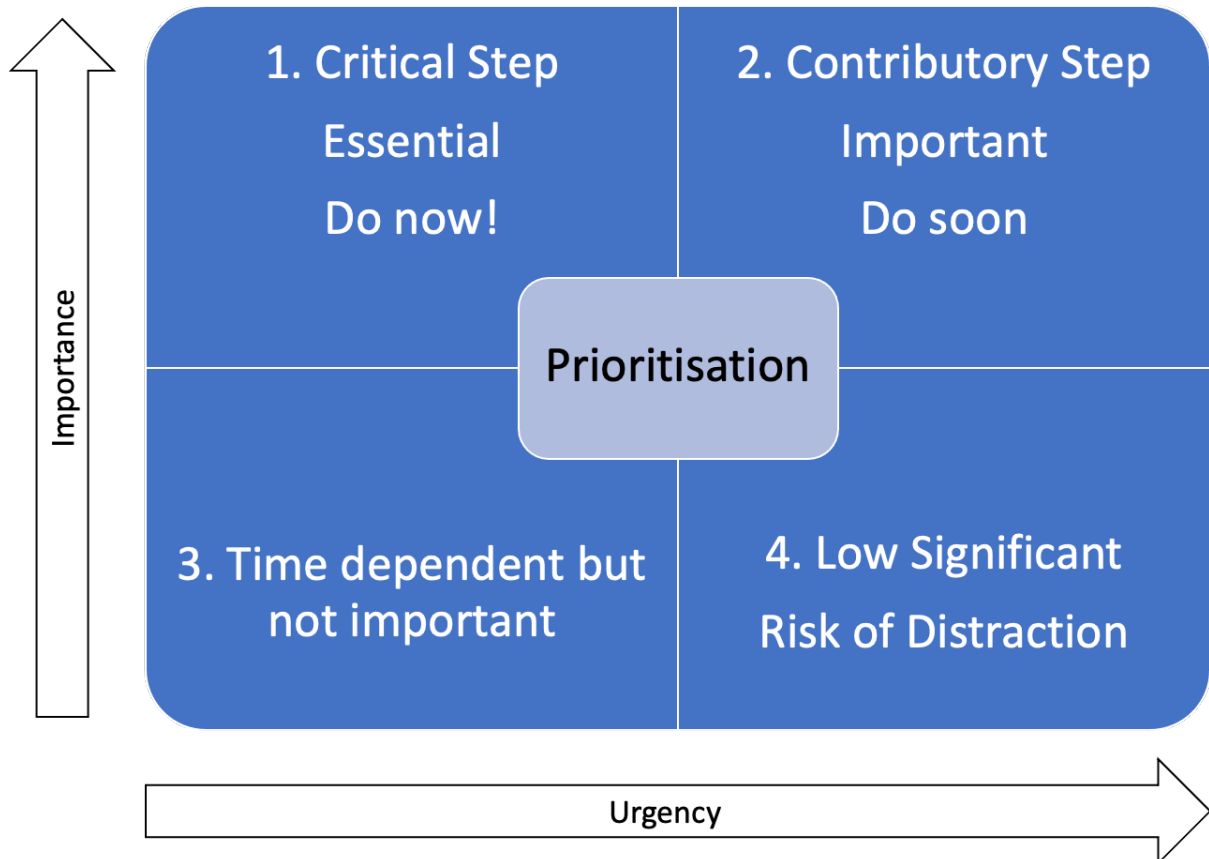


<p><b>The Woods</b></p>	<p><b>The High Ground</b></p>
<p><b>The Weeds</b></p>	<p><b>The Rocks</b></p>

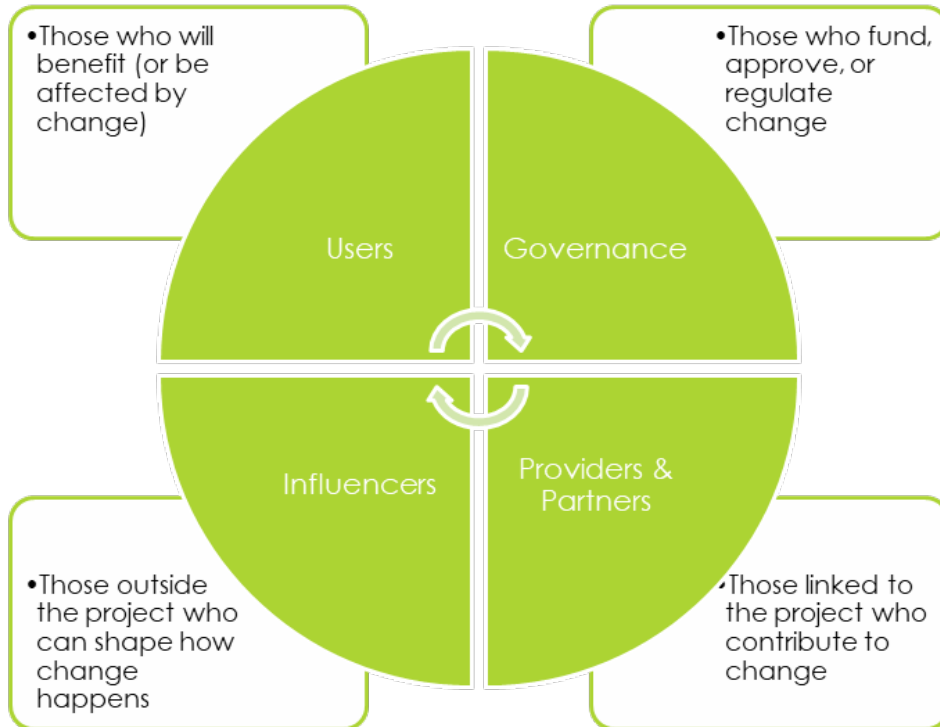
## Thinking about your Priorities

### Eisenhower Matrix:

- What is important?
- What is urgent?

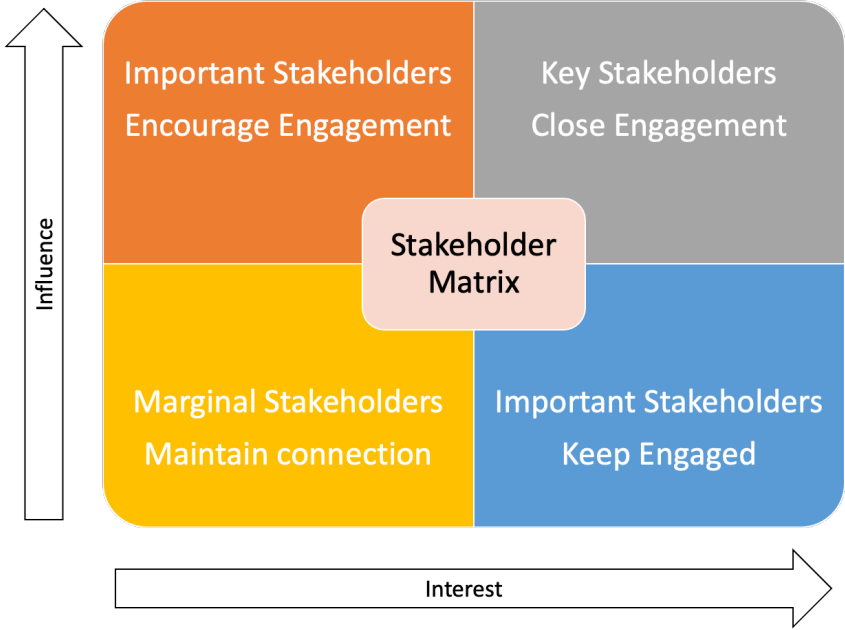


## Stakeholder Analysis



<p style="text-align: center;"><b>Users</b></p>	<p style="text-align: center;"><b>Governance</b></p>
<p style="text-align: center;"><b>Influencers</b></p>	<p style="text-align: center;"><b>Providers &amp; Partners</b></p>

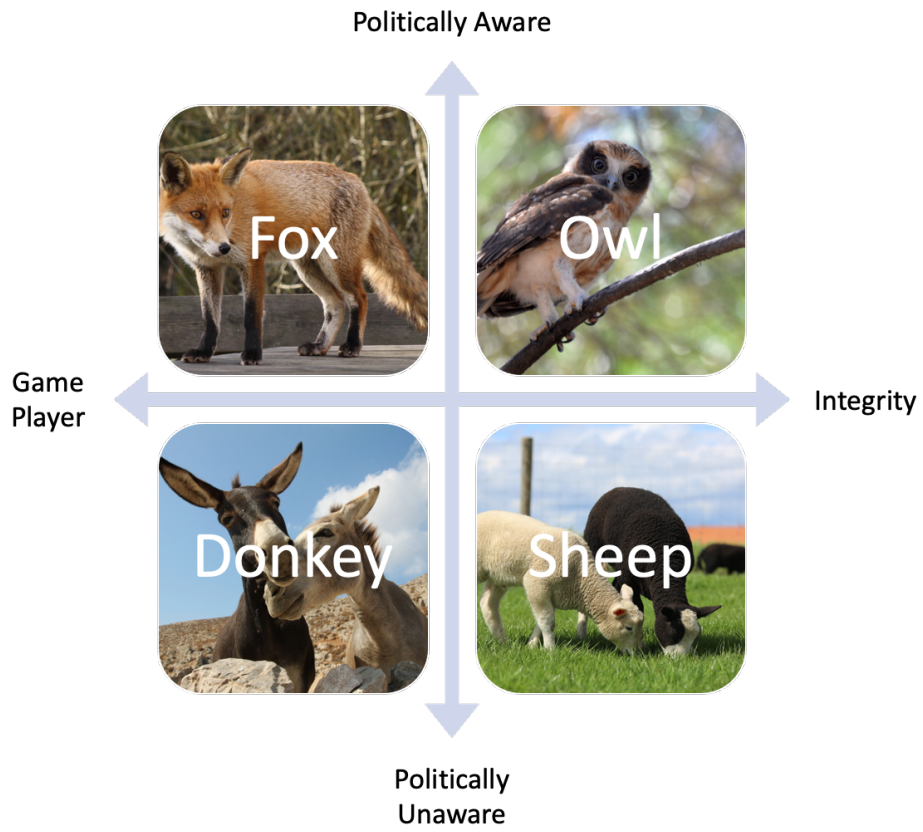
# Stakeholder Matrix



- **Influence:** the ability to influence or shape the change
- **Interest:** the extent to which change aligns with or is at odds with the goals

<b>Encourage</b>	<b>Close Engagement</b>
<b>Maintain</b>	<b>Keep Engaged</b>

## Stakeholders as Political Animals



Notes:



## What's in it for Them?

a. Key people or group	b. & c. W.I.I.F.T Impacts + Risks	d. What they could do to support or change the initiative	e. What could/should we do to reduce non-compliant activities and encourage and support compliant ones

## Instructions: What's in it For Them?

a.	<p>Enter name or the group (beware Data Protection issues using names).</p> <p>You could have three 'types':</p> <ul style="list-style-type: none"> <li>• those expected to be for the change</li> <li>• those expected to be against it</li> <li>• those expected to be neutral or as yet undecided.</li> </ul>
b. & c.	<p>In these columns record the positive and negative ideas, and comments the individual or group are likely to express on hearing about the improvement idea. Possibly test out your thoughts with others.</p> <p>WIFM criteria could include:</p> <ul style="list-style-type: none"> <li>• deep held values and beliefs</li> <li>• working relationships</li> <li>• conditions of work: place, hours etc.</li> <li>• salary</li> <li>• job security</li> <li>• nature of work: tasks, responsibilities etc.</li> <li>• power, status, position, identity</li> </ul> <p>The more criteria that are negatively affected by the change, the greater the resistance to change. Changes that negatively interfere with a person's power, status, position and identity will evoke the most emotion.</p>
d.	<p>Now list the actions the individual or members of the group could take to support or resist your initiative. Consider if they show:</p> <ul style="list-style-type: none"> <li>• commitment: want to make the change happen and will work to make it happen</li> <li>• apathy: neither in support nor in opposition to the change</li> <li>• non-compliance: do not accept that there are benefits and have nothing to lose by opposing the change</li> </ul>
e.	<p>Think about what you and/or your team could and should do.</p> <p>You need to:</p> <ul style="list-style-type: none"> <li>• move non-compliant people to a position of neutrality as it is very difficult to move them to a position of commitment quickly</li> <li>• detect and negate potential non-compliant activities</li> <li>• look for, build on and encourage any supporting behaviour</li> </ul> <p>Use the models and frameworks in this guide to ensure you interact with this group or individual with the best possible effect.</p> <p>People prefer immediate reward as opposed to delayed rewards so short term successes are very important.</p>

## Thinking about your team's skills and capabilities for system change

These are some of the skills we have identified from Ferris and colleagues and our own study that could be helpful political skills for system leadership.

<b>Political Skill</b>	<b>Examples</b>
<b>Social Astuteness</b>	Observant of others, perceptive, adjusting behaviours as needed, self-aware
<b>Interpersonal Influence</b>	Subtle, convincing way of communicating, assertive when needed, dealing with egos
<b>Sincerity</b>	Authenticity, integrity, listening to others, building trust, emotional intelligence, diplomatic
<b>Engagement</b>	Self-presentation, credibility, negotiation, persuading, influencing, ability to frame, using appropriate language, allowing others to shape the agenda, distributing power
<b>Understanding stakeholders</b>	Networking ability, asking questions, asking naïve questions, opening up the dialogue

### Political Skill amongst Health and Care Leaders

Self	Strategic Thinking	Comms& Engage.	Networks & Networking	Relational	Rules & Resources
<p>Self-belief</p> <p>Resilience</p> <p>Emotional int.</p> <p>Inter-personal Style</p>	<p>The landscape</p> <p>Want is priority</p> <p>What is possible</p> <p>Defining problem &amp; solutions</p>	<p>Listening</p> <p>Open-up dialogue</p> <p>Allowing others to set agenda</p> <p>Using authority figures &amp; patient voice</p>	<p>Know stakeholders</p> <p>Access networks and resources</p> <p>Building alliances</p> <p>Create alignments</p>	<p>Dealing with the egos</p> <p>Negotiating</p> <p>Deal-making</p> <p>Manipulating</p>	<p>Stick to the rules</p> <p>Use resources</p> <p>Report up the chain</p>

**Aligning Your Team's Skills with Stakeholder Interests**

<b>Stakeholder</b>	<b>Key interests</b>	<b>Anticipated response</b>	<b>Your (counter) response</b>	<b>How achieved (by whom)</b>

## Acknowledgements

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