

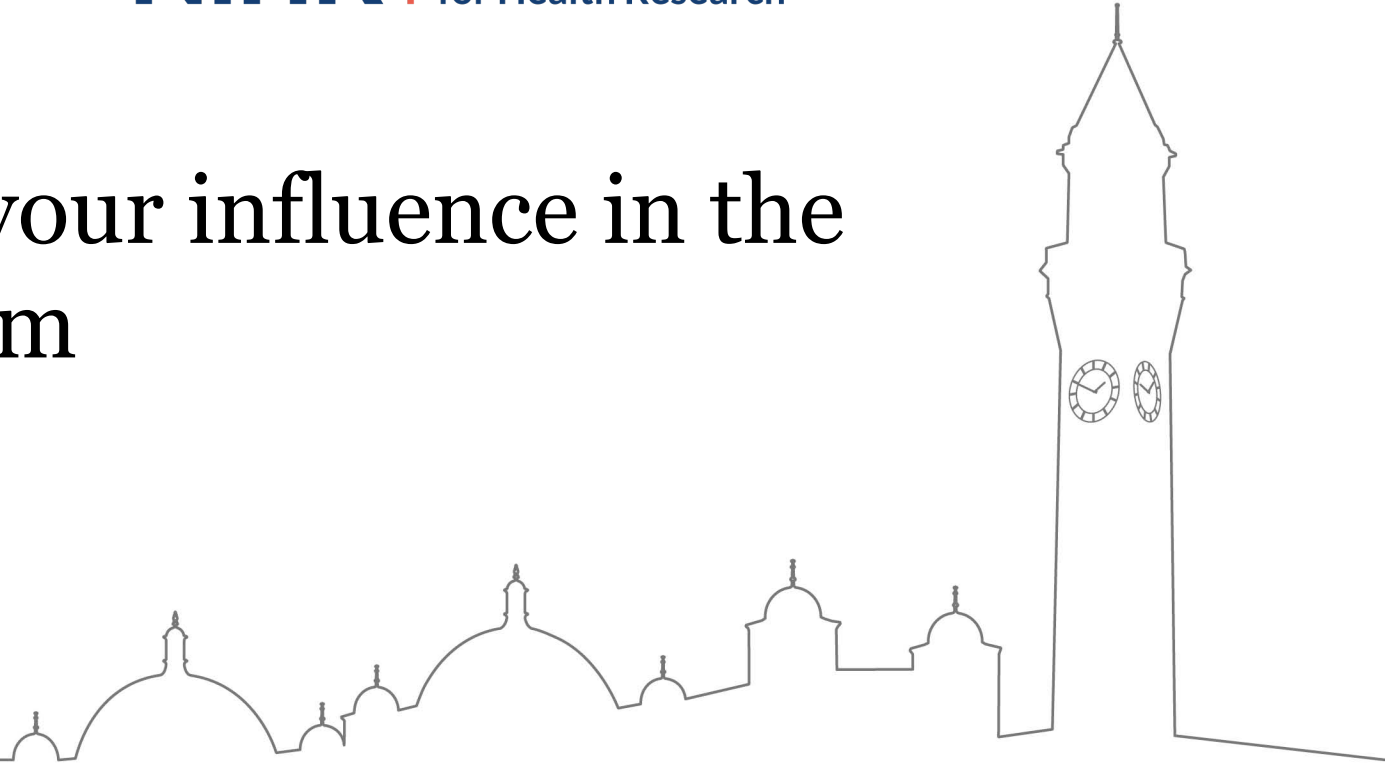


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Growing your influence in the care system



Welcome and Introduction

- Aim of the workshop:
 - To support you **to grow your influence in the care system**
 - To understand **who** you are trying to influence and have relevance to
 - Why it is **difficult to influence** or have relevance

- Ground rules and team etiquette:
 - Respect different views & opinions
 - The importance of feeling safe & speaking freely
 - Raise (virtual) hand to ask a question
 - ‘Acting with integrity by behaving in an open, honest and ethical manner’
 - No right or wrong views – we are all learning



The NIHR 'HeLPA' Study

- Implementing system change is difficult ... system leaders face lots of challenges, especially competing interests and agendas
- System leadership involves balancing different positions to engender **coordinated and consensus-based change**
- The HeLPA study has investigated the acquisition, use and contribution of leadership with '**political astuteness**' in the implementation of major health system change
- The findings are informing the **co-production** of resources for current and future service leaders



The main study themes

- System leaders face lots of '**controversies**' – issues where people tend to disagree
- System actors often have **divergent agendas** that makes change difficult
- Systems leaders need to **influence** a large number of people and groups to bring about change
- System leadership involves **personal and shared responsibility** for making change happen



Today's Workshop

- *Understand your purpose in the care system*
- *Understand your stakeholders and their interests, perspectives and power to influence change*
- *Understand how you can have influence with your stakeholders and explore the difficulties in achieving influence*
- *Thinking about working as a whole team at Healthwatch, develop strategies to help you to influence more effectively*



Activity 1: Your purpose

- Talk us through your purpose (see prepared slide)
- What are you trying to achieve and how are you trying to achieve it?
- Use the **chat function** to reflect on your purpose and the challenges in realising this.



Discussion: Thinking about your work ahead

Where do you want or need to **grow your influence** and relevance?

- To influence and hold the NHS and care system to account
- To connect to and increase our relevance to local communities

Key communities: people with mental health problems, young people, BAME communities?



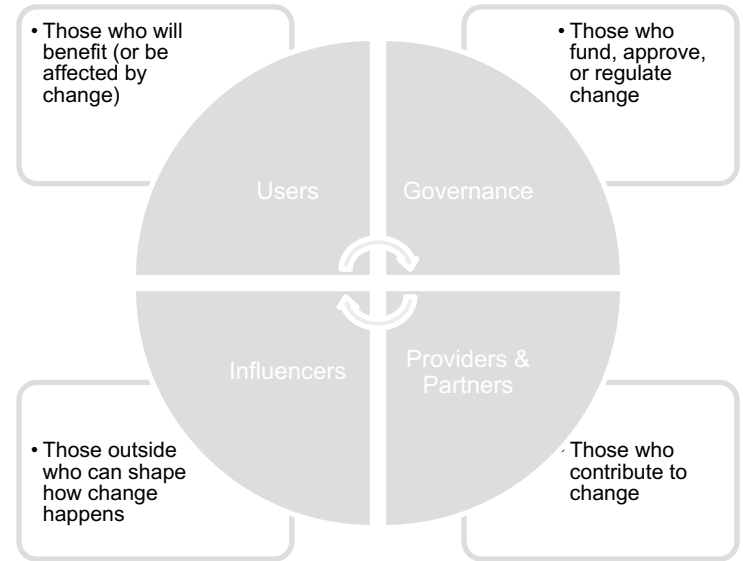
Part 2: Understand your stakeholders

- It is important to understand your stakeholders including their interests, perspectives and power to influence change
 - Community groups & Organisations representing community groups
 - Community Voluntary Sector organisations
 - Organisations & Boards in the wider health and care sector
- Your stakeholders will be for, against or indifferent to the work of Healthwatch
- So, your stakeholders will also vary in terms of:
 - Their **interests** and agenda – what is motivating them
 - Ways of work and how they seek to influence the system
 - Positional power, **skills** and capabilities to influence the system



Activity 2a: Identifying your Stakeholders

- In your groups can you identify your stakeholders
- You might think 5-10 – who are your upward (strategic) and downward (community) stakeholders?
- (We will then focus on your top 3)

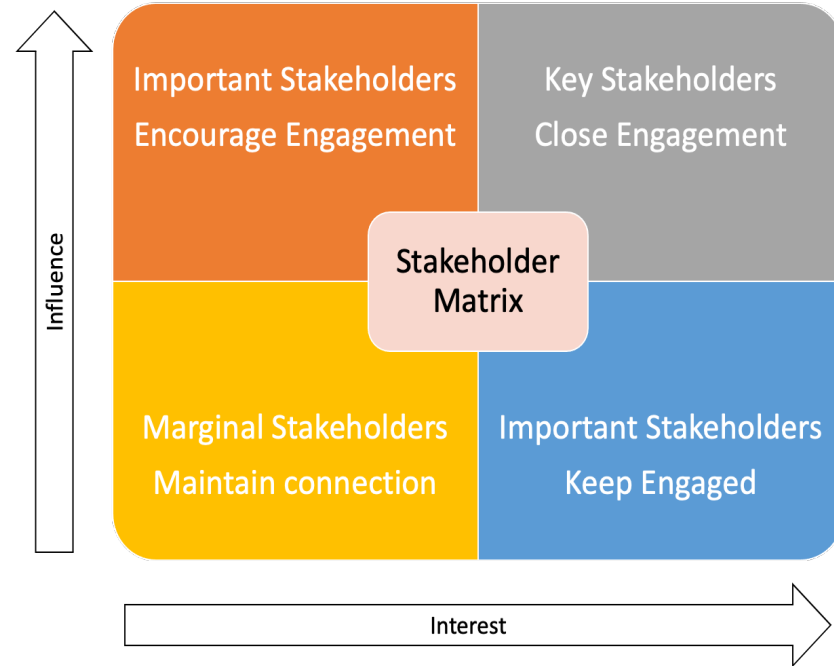


Stakeholder matrix

It is important to determine your key stakeholders: those who **are** integral to the change

Influence: the ability to influence or shape the change

Interest: the extent to which change aligns with or is at odds with their goals



Activity 2b: Identifying your **key** stakeholders

- In the same groups, and focusing on the same controversy or issue:
 1. Discuss your stakeholders according to their **influence** and **interest**....who are your **key 3 stakeholders**
 2. Are you 3 key **stakeholders** promoters, defenders, latents, apathetic
 3. Feedback the **combined stakeholder analysis** the rest of the group

Thinking about ‘what’s in it for them’

- Stakeholders have different **interests** and agenda that motivates their response to change – their notions of **right or wrong**
- Change can be perceived as a **threat** – so it is important to consider the **benefits and costs** for each stakeholder group
- Stakeholders will adopt different **approaches to influence the system** – what have they done in the past
- It is important for you to think about how to **tailor your activities** to each stakeholder group – counter-strategies



Activity 3: What's in it for them

Key people or group	W.I.I.F.T	Why may they not engage with us?	What could/should we do to engage their support
<i>E.G. Communities – to be specified</i>	<i>Influence decisions made on future health and social care services</i>		



Part 3. Developing influence

- Influence is not about heroic or transformational leadership, it is a team activity that involves working together and with others to achieve **influence**
- It is about 'seeing the big picture' and appreciating the ways different parts of the system can work together and helping them to realise their potential to make improvements that matter to local people
- It involves **influence without authority** – building relationships, shaping a vision, negotiating conflict
- Thinking about your collective or **combined skills** and capabilities to make change happen



Developing influence

- **'Social astuteness:** 'being diligently observant of others and keenly perceptive of even subtle social situations, and thus adjust their behaviours accordingly
- **Interpersonal influence:** 'the ability to produce desired changes in other people. These individuals use a subtle, convincing style to exercise influence over others
- **Networking ability:** access to information, resources and other assets based on a person's social networks and relationships, including the ability to identify and build relations with other people with useful resources, and to build connections amongst others
- **Apparent sincerity:** perceived as possessing a high degree of integrity and sincerity, to the extent that individual trust them as their actions are not perceived as manipulative



Developing influence in the health system

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



Activity 4: Growing your influence

- Building on the last activity:
- Focusing on 2 or 3 stakeholders, what strategies you will adopt to either **'win them over'** or **'bring them to the table'**?
- What skills and resources do you have that appeal to your stakeholders?
- How will you use your skills and resources – individually and collectively ?
- What will success look like?



Activity4: Planning your influence

Stakeholder	Key interests	What is your relationship with them	How do you enhance influence and change your relationship	How and how will enhance the influence

Next Steps

- Today is about **trying out** different techniques and tools on a 'snap shot' of issues and stakeholders
- The hope is you will **keep using these tools** in your future planning activities
- Reflect on how you can grow your influence as a **whole team**



Acknowledgements

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