


*Being human at work*

Professional Leadership

 @coachingchemist

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**Purpose** vs paycheque  
**Development** vs Satisfaction  
**Coach** vs Boss  
**Conversations** vs Reviews  
**Strengths** vs Weaknesses  
**Life** vs Job



**TO ENGAGE**

## MANAGING ORGANIZATIONS

Are You Solving the  
Right Problems?

Reframing them can reveal unexpected solutions.



## VUCA



VOLATILITY



UNCERTAINTY



COMPLEXITY



AMBIGUITY

Care is delivered in intricate, fragmented, sometimes chaotic settings, in complex political, socio-cultural environments with a virtually infinite range of moving parts and interconnections.

**Work-as-imagined** is what those working at the blunt end of the health system believe or think should happen at the sharp end of care. (policy makers, regulators, planners, directors and researchers)



**Work-as-done** on the other hand is what people do on the front-lines of care to get the job accomplished in complex settings which are always very different from the way those remote from the front lines imagine them to be.

Healthcare is characterised by informalities, work-arounds, feedback loops, emergent behaviours, politics, nested networks, fractal properties, systems dynamics, and bottom-up adaptiveness.

## ARTICLE LEADERSHIP

### Why Do So Many Managers Forget They're Human Beings?

by Rasmus Hougaard, Jacqueline Carter and Vince Brewerton

‘Leadership today is about unlearning management and relearning being human’

## PROFILE

### Dido Harding, NHS Improvement: “I’m shocked at the lack of basic people management skills in the NHS”

Better leadership training in the NHS would increase staff engagement and tackle bullying, the chair of the NHS trust regulator tells **Tom Moberly**

Tom Moberly *UK editor, The BMJ*

Since she joined watchdog NHS Improvement as chair in October 2017, Dido Harding has been struck by the ways in which the health service falls short in the treatment of its staff. “I am quite shocked at the lack of some of the basics of people management that I would expect to see,” she says.

have ever filled in a staff survey. People will say, when they’re at 65%, “This is amazing.”

Employers need to see such poor response rates as a warning sign, she argues. “It’s the first indicator of how engaged your workforce is,” she says. “If they’re not even going to fill in a

“If you look at any study that has been done in the health sector what determines whether you are engaged at work, it is how your line manager treats you,”

“It’s almost never how much you are paid, or how much money the organisation as a whole has got. It’s ‘Do I feel valued as a human being?’



Nothing in the world can bother you as much as your own mind. In fact, others seem to be bothering you, but it is not others. It is your own mind,

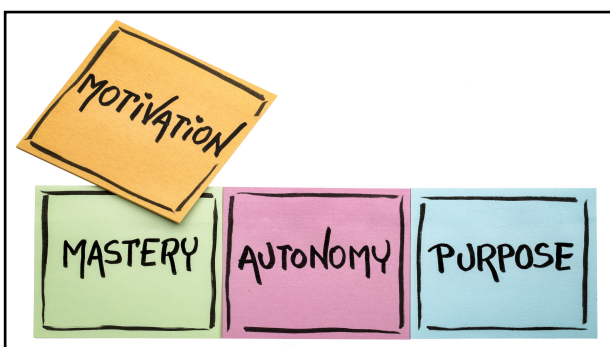


Sri Sri Ravi Shankar

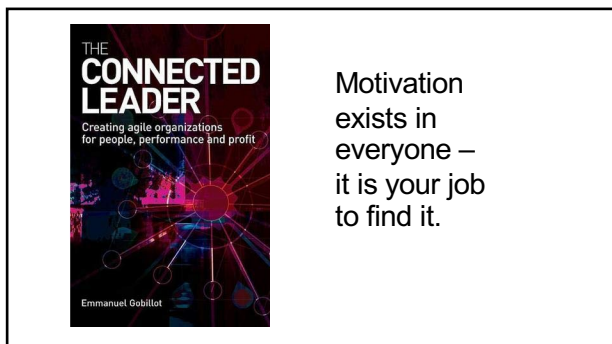
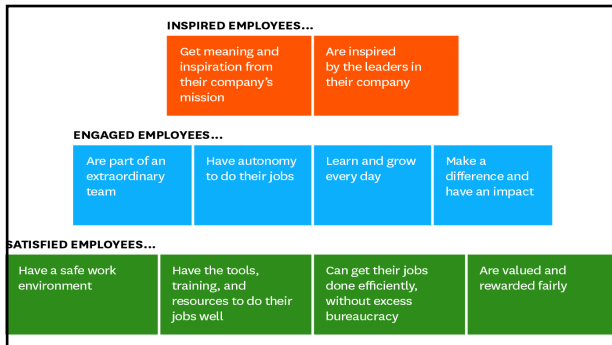


Leadership is not about pressuring people to do their work

...it is about inspiring your people to want to do their work



	JOB YOU LOVE	VS	JOB YOU HATE
AUTONOMY	Feel in control		feel controlled
MASTERY	Feel like using full potential and growing		Feel like not using full potential; growth stagnated
PURPOSE	Feel like work matters and makes an impact		Feel like work doesn't matter and doesn't make an impact



For employees to release their **discretionary effort** leaders have to have a certain kind of impact

The people economy requires leaders to reconnect with the full humanity of people.

**"People don't buy what you do; they buy why you do it."**

**Simon Sinek**