

About Values, Leadership and Advocacy

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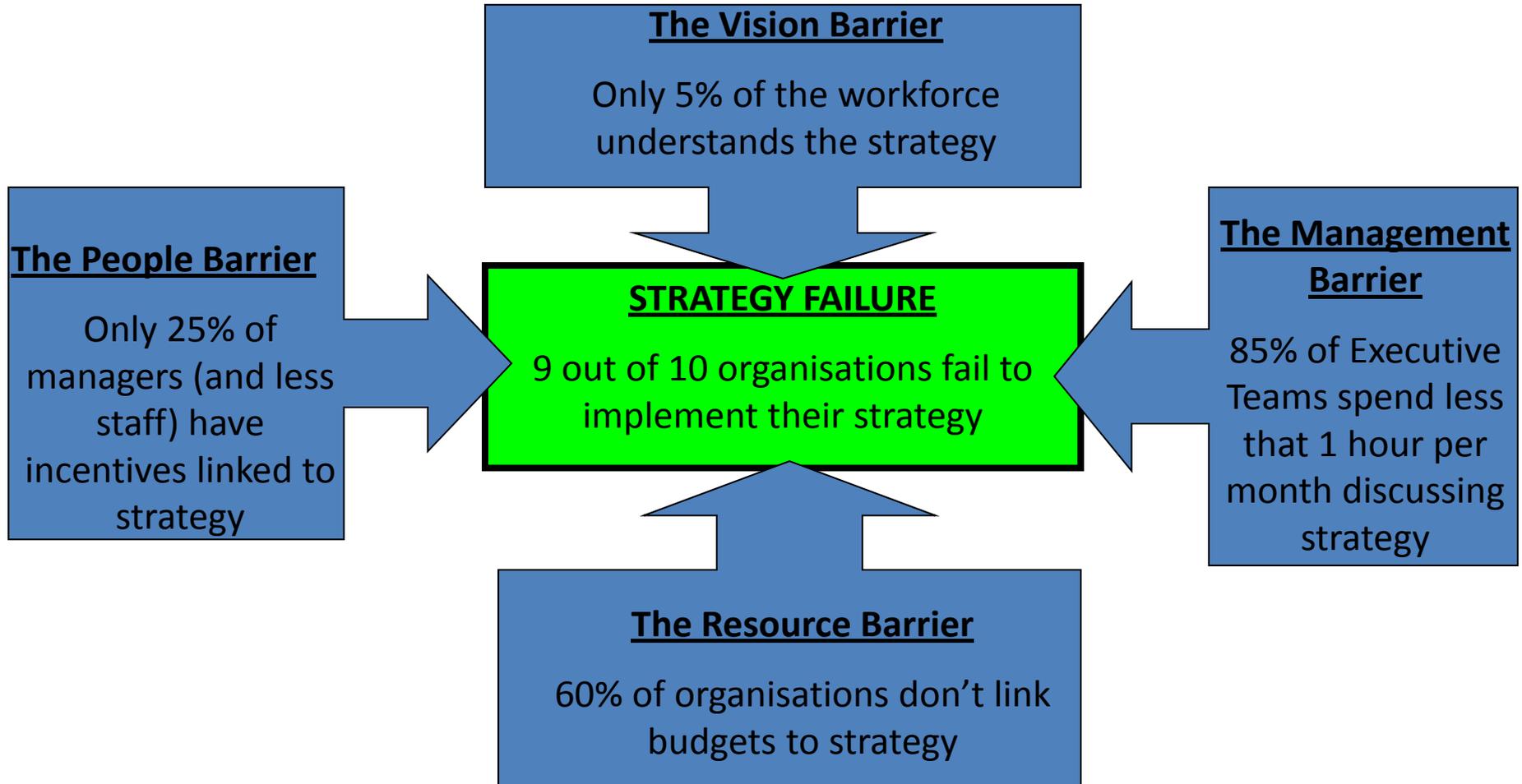
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Seven Habits of Highly Ineffective Organisations

1. Poor alignment between structure & **shared values**, between vision & systems: the structure & systems poorly serve and reinforce strategic paths;
2. No Strategic Path: either the strategy is not well developed or it ineffectively expresses the mission statement and/or fails to meet the wants and needs and realities of the environment.
3. **No shared vision & values**: either the organisation has no mission statement or there is no deep understanding of and commitment to the mission at all levels of the organisation.
4. Wrong style: the management philosophy is either incongruent with shared vision and values or the **style inconsistently embodies the vision and values** of the mission statement.
5. Poor skills: style does not match skills, or managers lack the skills they need to use an appropriate vision.
6. Low trust: staff has low trust, a depleted Emotional Bank Account, and that low trust results in closed communication, little problem solving and poor cooperation and teamwork.
7. No self-integrity: **values do not equal habits**; there is no correlation between what I value and believe and what I do.

Stephen Covey – precis in: Robert Heller; Roads to Success, Dorling Kindersley London, 2001

Four Barriers to Strategy Implementation



RACMA Vision & Strategy

Vision	RACMA will be <u>valued</u> by our members, and recognised internationally, as the Australasian medical college that provides professional education, leadership, advice and expertise in medical management that promotes safe and effective healthcare .
Strategy 1	VALUE: advocate for doctors in leadership and management to have a RACMA qualification
Strategy 2	EDUCATION: deliver high quality leadership and management training that is sought after by doctors, clinicians and other stakeholders
Strategy 3	LEADERSHIP: develop competencies and standards for the professional management of health services by doctors
Strategy 4	RELATIONSHIPS: value members and build external alliances
Strategy 5	RESOURCES: create a sustainable college

Values and the Organisation

Driving values has been the most rewarding aspect of my management career and the most difficult. I believe “value driven organisations” will have a competitive advantage in the future.

Brian Cook, CEO, Geelong Football Club

The Value of Values



30 second Speech by Bryan Dyson – Former CEO of Coca Cola

Imagine life as a game in which you are juggling some five balls in the air. They are **Work, Family, Health, Friends and Spirit** and you're keeping all of these in the air.

You will soon understand that **work** is a rubber ball. If you drop it, it will bounce back. But the other four Balls - **Family, Health, Friends and Spirit** - are made of glass. If you drop one of these; they will be irrevocably scuffed, marked, nicked, damaged or even shattered. They will never be the same. You must understand that and strive for it."

Work efficiently during office hours and leave on time. Give the required time to your family, friends & have proper rest

Value has a value only if its value is valued

RACMA Board Challenge

- What are the core values of the College?
- How are they embedded in our role as Board?
- How are they reflected in our Strategy?
- How are they evidenced in our behaviour as a College?

RACMA Core Competencies

- RACMA Core Competencies (Jan 2008)
 - Medical expert
 - Communicator
 - Collaborator
 - Manager
 - Health advocate
 - Scholar
 - Professional
- Medical Leadership Competency Framework
(Jul 2010, NHS Institute for Innovation & Improvement)
 - Demonstrating personal qualities
 - Working with others
 - Managing services
 - Improving services
 - Setting direction

Leadership, Management & Administration

- What Leaders Really Do (Kotter, HBR Dec 2001)
 - “They don’t make plans, they don’t solve problems, they don’t even organise people. What leaders really do is prepare organisations for change and help them cope as they struggle through it.”
 - Management involves planning & budgeting; leadership involves direction setting;
 - Management involves organising and staffing; leadership involves aligning people;
 - Management provides control and solves problems; leadership provides motivation.
- Administrator – unhelpful, dry, uninspiring
 - Superintendent, overseer, officer, bureaucrat, supervisor, official

RACMA Board Challenge

- Leadership central to College strategy (Strategy 3) and core competencies (Medical expert) but do we demonstrate as a College?
- RACMA uses Leadership and Management interchangeably (see Strategy 3). Is this helpful?
- We're more about management than leadership.
- Hypothesis - Leadership more attractive to clinicians than management and administration? What does this mean for our "brand"?
- Administrator an awful word which undermines our Brand image. What is our Brand with key stakeholders (members, peer groups, targets for influence)?

Advocacy

- Implicit in College vision (“promotes”), explicit in Strategy No. 1 and in core competencies
BUT do we do it as a College?
- What is Advocacy?
 - “As the peak organisation representing the medical profession, the AMA develops policy solutions and provides responses to a broad range of health and medical issues of ongoing importance to Australia.”
 - “CHA's advocacy efforts strive to shape the impact of federal legislation and policies”.

Upping the ante on advocacy would mean:

- greater emphasis on education, training and examination in areas such as political effectiveness, the economics of health systems, and values based advocacy;
- processes to ascertain the views of members and to empower those in senior positions within the College to speak on behalf of the membership;
- being respected by health system reform stakeholders, in particular other advocacy groups (Medical, Nursing, Hospital Associations), governments and regulatory bodies;
- being perceived as leaders and innovators who are effective in defining reform and policy opportunities and linking with like-minded organizations to form powerful and influential advocacy collaboratives.
- allocating adequate resourcing to ensure that the quality of the advocacy endeavour is high and enhances the standing of members and the College.

RACMA Board Challenge

- Does Board see advocacy as a key role of the College?
 - Our structures and processes suggest not.
- What would we advocate?
 - National level?
 - Eg Clinician Engagement; Governance; System Reform, S&Q etc
- Are we credible? Brand recognition.
- How to resource?
- Impact on curriculum and training?

Conclusion

- Values, Leadership & Advocacy are contemporary and future challenges for RACMA and our members;
- RACMA has an important leadership & advocacy role to play, underpinned by our College values ie what we stand for;
- RACMA “brand” may be an issue/impediment to success in these areas;
- Questions:
 - Emphasis on values, leadership and advocacy would represent a significant change in College priorities...are we up for this?
 - How to engage membership?