5.6. Leadership

Different problems can require different types of leadership, so there is no single leadership style that is effective for all situations. Nonetheless, this section identifies the competences associated with compassionate leadership, which can sustain stronger connections between people, improve collaboration, raise levels of trust, and enhance loyalty.

Qualities associated with leadership can be displayed by all members of a team, not just by individuals who have formal management roles.

- An ability to draw on knowledge that effective team leaders articulate and represent the values and aims of a unit, and the culture required to achieve these

- An ability to draw on knowledge that effective leaders build trust with staff by:
  - demonstrating that they understand and value their motivations
  - encouraging participation in decision-making
  - encouraging them to express their ideas and opinions, and showing respect for these
  - explicitly acknowledging and giving credit to staff contributions
  - listening to their concerns and interests and responding by acting on them

- An ability to draw on knowledge that effective leaders:
  - help staff to understand their roles and how they can contribute to the unit's overall success
  - instil staff with a sense of value and purpose and foster their engagement with the aims of the unit
  - develop a shared vision with the team, embracing their ideas in the context of the needs of the population served by the service
  - encourage innovation (but can challenge ideas and behaviours respectfully if they are contrary to accepted professional practice/the evidence base)
  - encourage an appropriately self-critical stance among staff (being open to evaluating the efficacy and functioning of the unit and identifying ways in which it can be improved)
  - are committed to open communication and the identification and resolution of team conflicts where they arise

- An ability to draw on knowledge that effective leaders maintain an ethical and supportive environment that helps staff feel safe in their work (e.g. knowing that their managers will advocate for them and treat them fairly)

An ability to draw on knowledge that effective leaders:	
	identify, and endeavour to secure, the resources needed for the unit to operate effectively
	make strategic decisions based on a 'big-picture' view, balancing emerging opportunities with long-term goals and objectives and a vision for the service
	are able to make and implement decisions (but also revise them if there are compelling reasons to do so)
	take responsibility for their decisions, and learn from their mistakes
	demonstrate resilience when there are setbacks and maintaining the ability to show others the way forward
	help staff cope with organisational change and address issues promptly, so that problems do not become entrenched or escalate