

The logo for Northern Health, featuring a stylized green leaf or flower design on the left side of the slide.

Leading from the Front...Behind or Both

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Northern Health

Public Health Service

- 600 + beds
- Five campuses
- Provides care across total patient journey

Services to >500,000 people

Community

- Melbourne's Northern suburbs & semi-rural regions
- Expanding = rapid growth area
- Culturally & linguistically diverse



My Role

- Executive Director
 - \$130M
 - Over 1000 EFT
 - 3 campuses
 - Sub Acute
 - Acute – ICU, ED, Medicine, Cardiology, Special Med etc
- Chief Nursing Officer
 - Professionally responsible
 - Workforce, Education, Nursing Executive

“I am not a has-been. I am a will be”.



Some Thoughts...

- Characteristics of “the front”
- Leading from behind
- Characteristics of a high performing organisation
- Fierce conversations in health
- Legacy as a leader ??



The Front



Personal Characteristics

- Understanding – self
- Integrity
- Vision – “the fire inside”
- Forward-looking
- Charismatic
- Competent
- Inspiring
- Intelligent
- Courage

Understanding Self

- Understand your style
 - Who you are
 - ENFP/ENTJ
- Be aware of your style and impact
- Build your team



Leading from Behind



Mentor

Be a role model

Listen first, speak last.

Respect....fair and
accountable

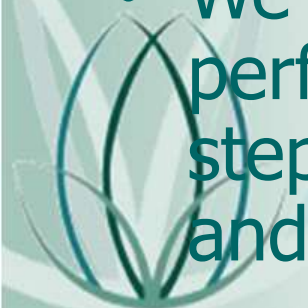
Qualified

Professional respect

Empower others

What Leaders from Behind do

- We seek to bring out the best in others and enjoy their success from the sidelines. Our staff take centre stage and we are part of the applauding crowd.
- We remove barriers and then step back and let others' achievements spur them on toward continued success.
- We create an environment of sustainable high performance that doesn't stop when the leader steps away because the results are embedded and real.



Nelson Mandela...

"It is better to lead from behind and to put others in front, especially when you celebrate victory when nice things occur. You take the front line when there is danger.

"Mandela's Way" sums up the wisdom of a leader who came to understand that his role in politics and in life was to set the course — and let others steer the ship.



High Performance Organisations

- Goal setting and feedback
- Leadership
- Human resource practices
- Culture – safe environment
- Structure – team environment / decentralised model = innovation
- Organisational learning
- Quality management
- Training and development
 - Performance is dependent on will, focus, and capability –typically organisations develop capability, under develop focus and do not develop will at all



In Front and from Behind

- 10 Point Plan
 - Set Vision
 - Engaged
 - Empowered
 - Energised
 - Communication
- Results !!



The Republican Plan -Defeating a leader from behind?



- Elect a workhorse not a show horse
- A steady hand not a flip-flopper
- A profile in courage not in cleverness
- A competent man or woman with strength and confidence in defense of liberty at home and abroad

Both – Critical Conversations

– I have never witnessed a spontaneous recovery from incompetence!!



Recent Study.. Patient Care

Seven categories of conversations difficult:

- Broken Policies
 - Hand washing
 - Skipping aseptic procedures
 - Medication process - armbands
- Lack of Support
 - Covering for others
 - My NUM is not dealing with them so what am I supposed to do?
- Mistakes
 - Safe environment
- Incompetence
 - Patient safety
- Poor Teamwork
 - Staff not answering pagers
 - Impact on the Team
- Disrespect
 - Code of Conduct
- Micromanagement



Remove the Undiscussables

- Educate
 - Clinical Conversations
 - Management Conversations
 - Remove the Fear
 - Safe Space



Some Days....



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Your Legacy..???

How do you want to be remembered??

What will be your impact?

This is this time to make a difference



The Best Executive

One who has sense enough to pick good men to do what he wants done, and self-restraint to keep from meddling with them while they do it.

Theodore Roosevelt



The Effective Leader

Intelligence – emotionally

Achieve success through teams

Driven and be measured by their success

Takes responsibility for their own
development and seek opportunities

Life long learning

Self Promotion – self awareness



Finally....

If your actions inspire others to
dream more, learn more, do more
and become more, you are a
leader.

John Quincy Adams



Northern Health