



BUSINESS **AGILITY**
CONFERENCE

GREATER CHINA

Hong Kong, 12 Sep 19

LEADERSHIP AGILITY IN HEALTHCARE

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The background features a light gray profile of a human head facing right. Inside the head, there is a complex network of white circuit lines and nodes, resembling a brain or a computer chip. Scattered around the head are several realistic water droplets of various sizes, some with highlights and shadows, giving a sense of freshness or liquid thought.

“ Do or Do Not ... There is No Try.”

- **Agile Mind-set** (methodology)
- **Leadership** (what and who)
- **Reflections** (wicked problem)

Once Upon a Time

Mr. Severalhats

- **Trust Executive** (most senior)
- **Professional** (responsible)
- **Governance** (triumvirate)
- **Operations** (service)
- **Finance** (2nd)

Hospital Pharmacy Culture & Hierarchy

15 Jul 2015
PRTP

①

Rx in

9	8d	8c	8b	8a	7	6
1	2	7	15	41	46	34
1	2	7	15	41	46	34

(146) 19.

②

PTJ

8a	7	6	5	4
1	9	29	43	31
1	9	29	43	31

(113) PTPT.

ATG

3	2	1
8	40	3
8	40	3

(51)

15 Jul 15

Hospital Pharmacy – Staff Groups

Rxists - 45%
PTs - 30%
ATO - 20%
AxC - 5% →

15 Jul 15

Breakthrough Transformation – Power, Culture, Processes

Challenge

- **Resources vs. Activity monitoring**
 - not in/outputs measured
- **Redistribute power**
 - appropriate professional controls
- **Psychological safety**
 - Collective Leadership
 - Agile Mind-set
 - Innovation & Continuous Improvement

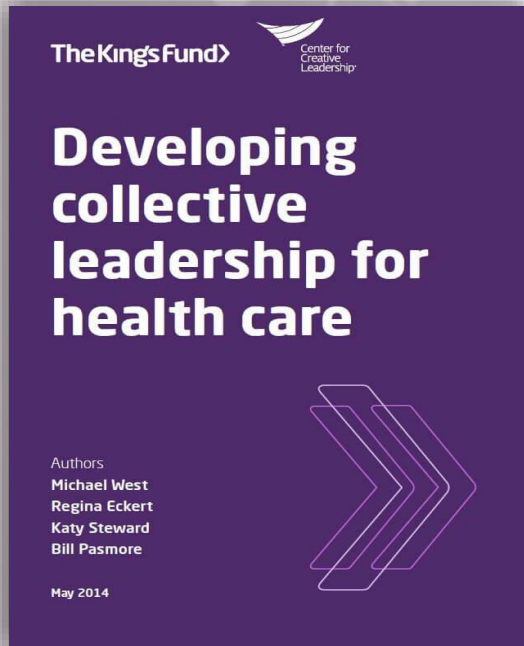
Which is Better?



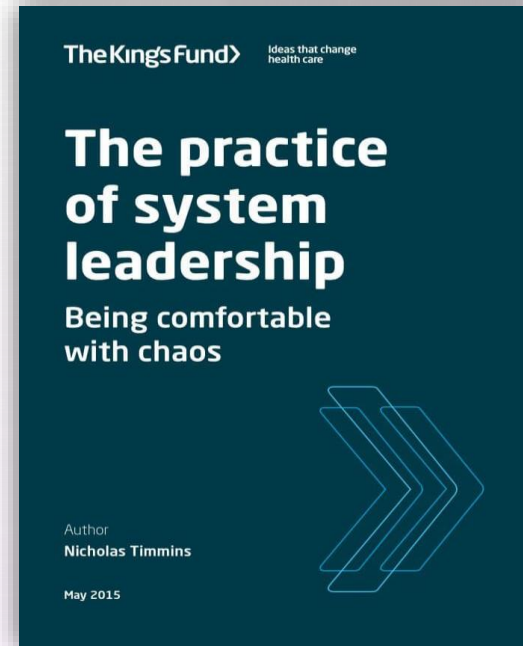
- Says, "Go"
- Commands
- Take credit
- Uses people

- Says, "Let's go"
- Asks
- Gives credit

Leading vs. Serving – ‘Wicked Problems’



**Distributing
and allocating
leadership
power to
wherever
expertise,
capability and
motivation sit
within
organisations**

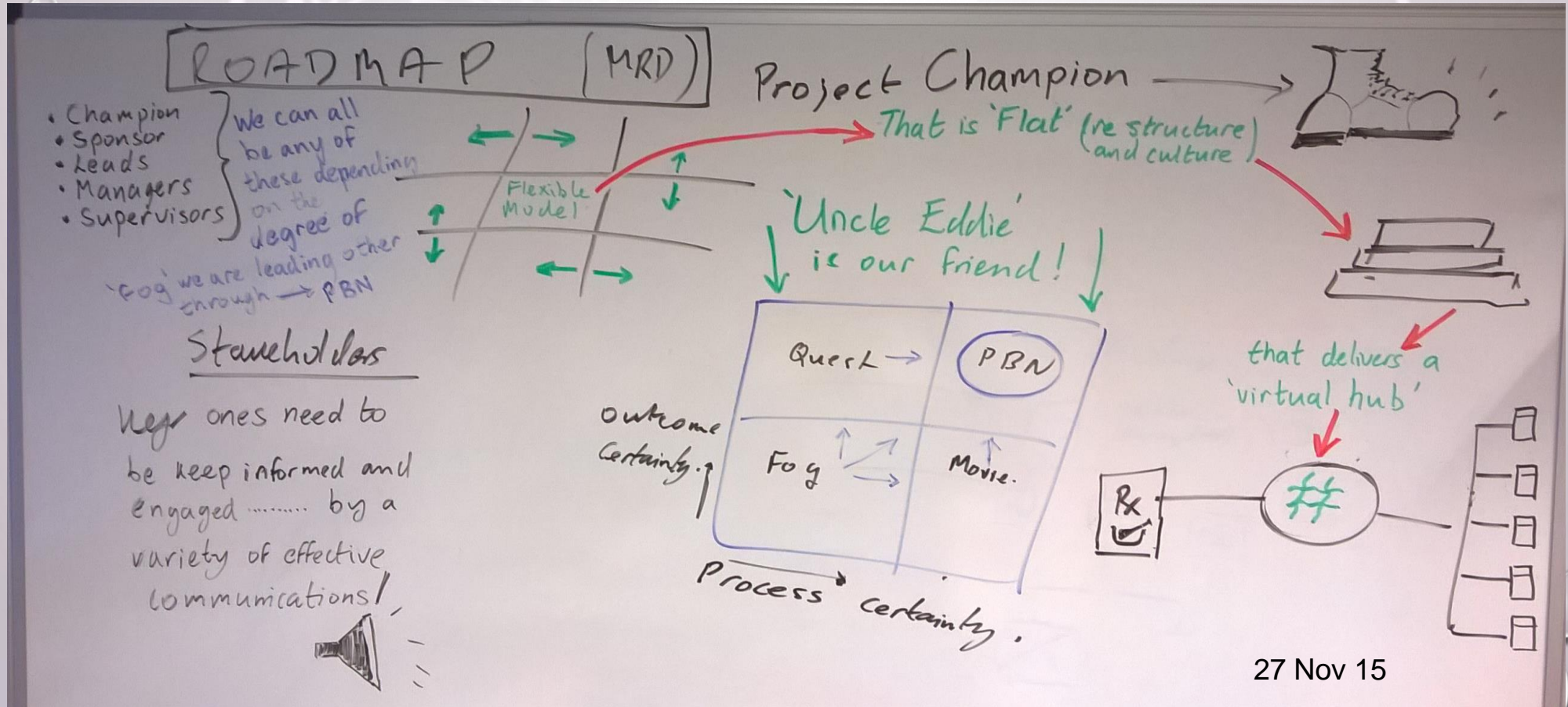


**Leaders who
can motivate
staff and
managers to
work
differently,
across service
and
organisational
boundaries**

Leadership Communications - Conversations

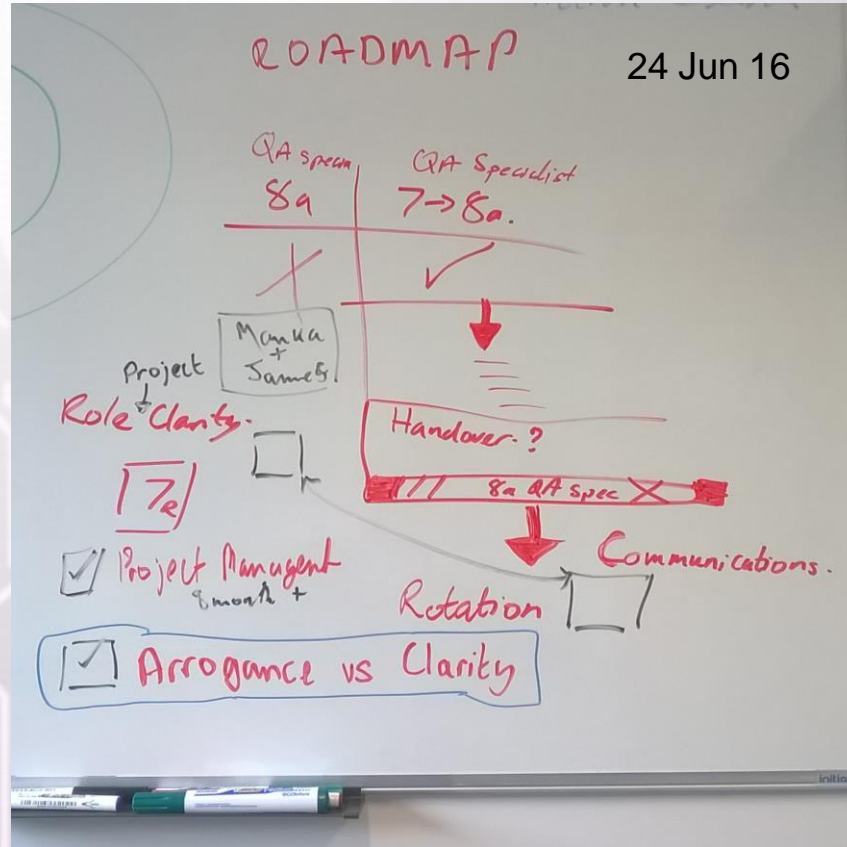
- **LTS Consulting Ltd. (PinpointBPS®)**
- **Hospital Division & Executives** (command & control)
- **Pharmacy Stakeholders** (staff part of continuous improvement)
 - **Scrum sized team**
 - *Process Owner*
 - *Team Leaders*
 - *Team Members*

Simply Communicating Complexity

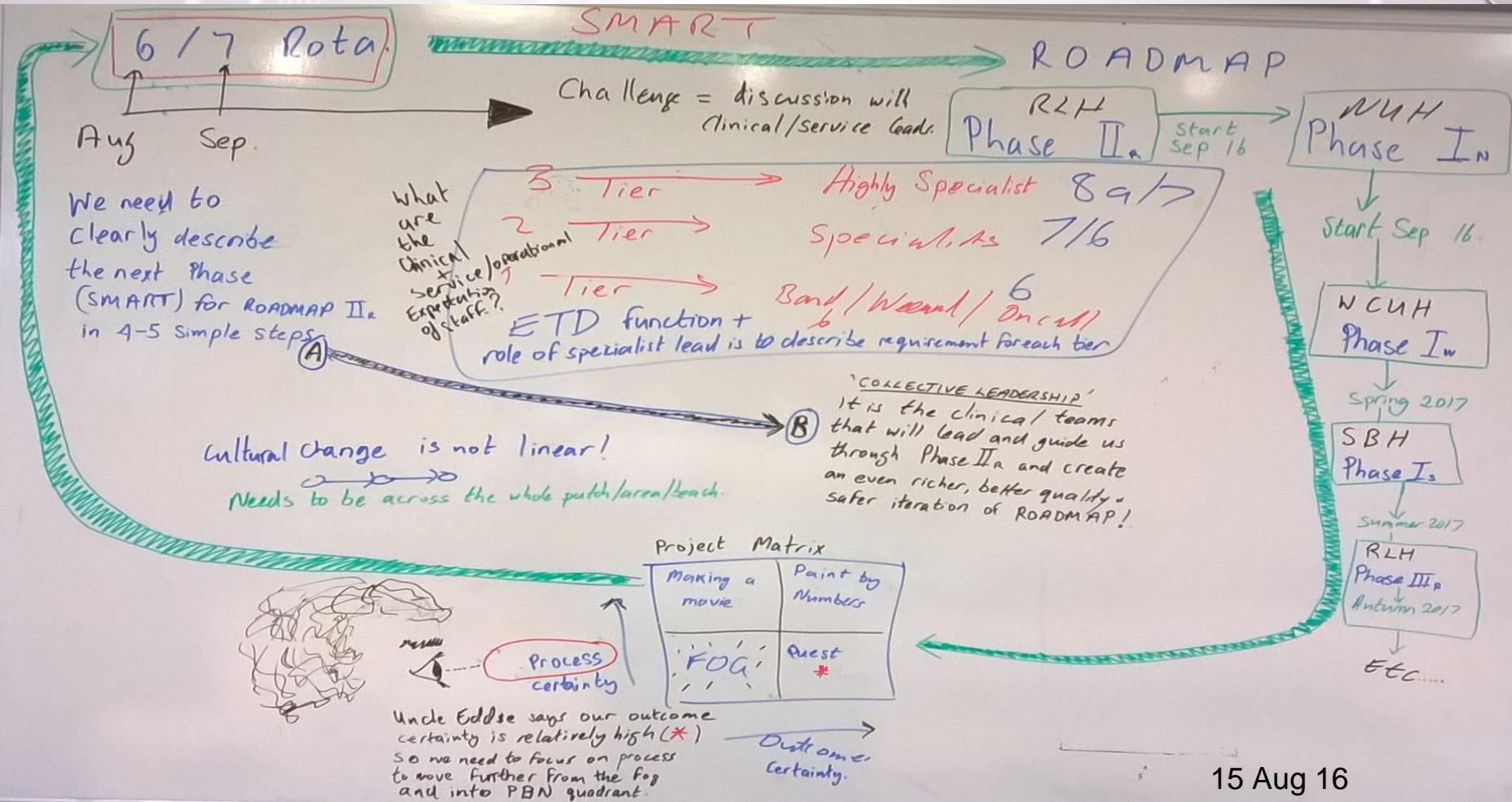


'A Rose by any other name'

- Reconciliation
- One-stop dispensing
- Assessment
- Discharge
- Medication
- Action
- Plan



Strategic Project Goal



15 Aug 16

Values & Principles

- **Team size, diversity, pairing**
- **Product (Process) owner**
- **Collective Leadership & governance**
- **Daily Kanban Board**
- **Real time reflective practice**
- **KIS**

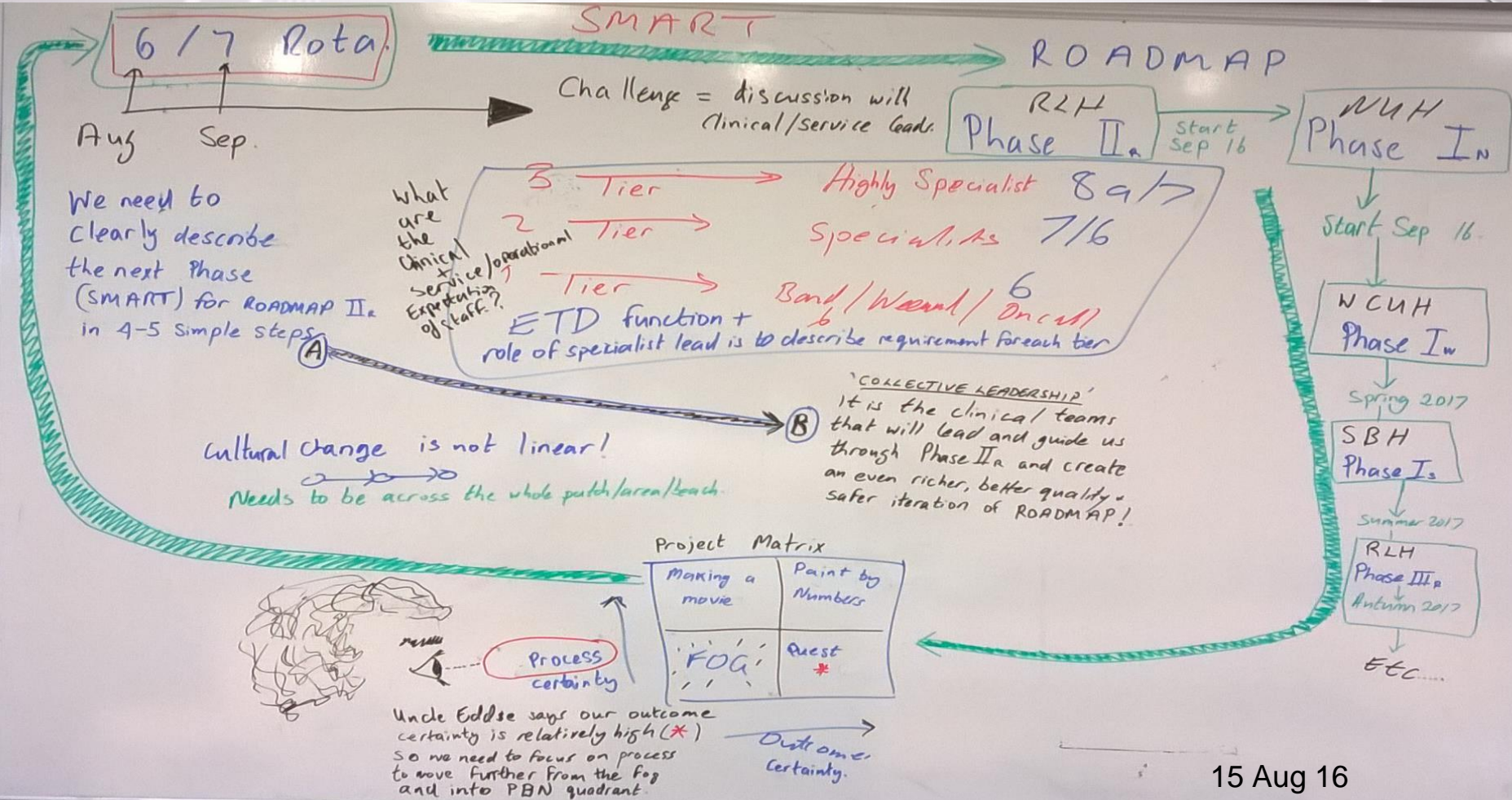
Agile Manifesto

ROADMAP - RLH Phase I_R

Some key quantifiable benefits realised were:

- **Increased use of Patients Own Drugs saved over £100K / year**
- **50% of discharge medicines available day before discharge**
- **50% of discharge medicines written up by Pharmacists**
- **67% of medicines dispensed on ward**
- **Discharge medicines preparation turnaround times reduced by 50%**
- **Turnaround time for Controlled Drug containing discharge medications reduced by 95%**

Tactics to Get Us There



Character Traits of Agile Innovation Leaders

They have ways of thinking, being, acting and:

- **Don't do** – Influence
- **Seed the future**, not the present
- **Work for the love of change and improvement**, rather than for what they get for themselves
- **Take personal risks that will benefit others**, even when (especially when!) those who will benefit may not even know what they're doing
- **Share, share, share** - all the time

[Henry Doss – Forbes Business Review, Sep. 2015](#)

New Leadership Theory?

“The general who does not advance to seek glory, or does not withdraw to avoid punishment, but cares for only the people's security and promotes the people's interests, is the nation's treasure.”

Sun Tzu – ‘The Art of War’ (c. 500-300 B.C.)



London Leadership Academy


NHS Team
Outstanding Achievement – Clinical
Nomination

NHS Leadership Academy Awards Ceremony

February 2017



Agile Leaders Influence Mind-sets Differently

- **Agility & Innovation Cultures in VUCA-G +  = 'Wicked Problem'**
 - **Doing the 'Wrong' things 'Rightly'**
 - **When to Quit in Order to Win**
 - **Metacognition** (personal awareness of one's thinking and learning)
 - **Personal Pivoting** (can be the best way a leader solves a problem)
 - **Purpose** (personal & collective) **not Vision**
 - **Leading & Influencing Others that Lead** (collective & systems)

Leadership Choices

“In times of profound change, the learners inherit the earth, while the learned find themselves beautifully equipped to deal with a world that no longer exists”.

Eric Hoffer - 'Reflections of the Human Condition' (1973)

DIVE, SURVIVE ... or 'SUR-THRIVE'

DETAILS

Dispensing an Agile Mind-set Paper

<https://www.dropbox.com/home/BAC%20GC%20-%20Share>



LinkedIn contact information

<https://www.linkedin.com/in/obafemi-shokoya-232a17/detail/contact-info/>

