

Skills and mindsets transformation leaders need

To guide their organisations through periods of major change, senior executives must combine traditional leadership skills with five mindsets that help them balance a series of tensions inherent in leading organisations through complexity.

Skills		Mindsets
Crafting compelling stories	1	Urgency and patience
Building collective leadership	2	Collective leadership and individual accountability
Driving innovation and growth	3	Developmental coach and relentless performance driver
Aligning metrics and rewards	4	Perpetual student and inspiring teacher
Creating a talent pool	5	Humble servant and bold change catalyst

Are you a game-changing leader?

It's not easy to be the kind of executive who can successfully lead an organisation through major changes. Reflect on the 10 questions below to see if you are on your way to becoming that kind of game-changing leader.

- 1 Have you crafted and articulated your organisation's story, emphasising the importance of it being purpose-driven, performance-focused, and principles-led?
- 2 Have you engaged your entire organisation to the point where there is a powerful sense of mutual accountability and mutual investment?
- 3 Have you put in place rigorous and disciplined processes to ensure that your organisation's strategic and operational priorities are identified and implemented?
- 4 Have you put in place metrics, milestones and rewards that accurately and transparently align with your messaging about the organisation's top priorities?
- 5 Have you created talent-management processes that ensure that you will have the necessary pipeline of leaders to accomplish your strategy and vision?
- 6 How well are you balancing the need to express a sense of urgency about driving change with the patience it will take to do things well and right?
- 7 While you are building a sense of collective leadership accountability, are you also emphasising the importance of each individual delivering excellence?
- 8 How well are you balancing your role as a developmental coach for key members of your team with the role you must play as the driver of exceptional performance?
- 9 How well are you balancing your role as a perpetual student who asks important questions with your role as an important teacher of your organisation's purpose, vision, strategy and values?
- 10 How well do you balance acting as a humble servant and steward of your organisation's reputation and legacy with being a bold catalyst for change?

Adapted from: Ready, D. and Mulally, A. (2017: 5 and 10–11)

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