

# Practice Collective Leadership



People's Needs  
Defining Change

HEALTH SERVICES CHANGE GUIDE

[www.hse.ie/changeguide](http://www.hse.ie/changeguide)

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## Making sense of rapid, emergent change - Covid-19

Delivering good change practices is critical right now to benefit from the rapid pace of change and innovation in response to Covid-19. Disruption is a positive force for change that needs personal and team agility to make sense of it. Covid-19 is part of our on-going reality. Working together to give effect to a just and resilient recovery is a shared responsibility.

Key to recovery and renewal is how we:

### Practice Collective Leadership

(pgs 11-13 Change Guide)

- Leaders help to make sense of complexity and work with others to 'find order in chaos'.
- They set direction and provide clarity on responsibilities and authority.
- They value team and share power by allocating it to wherever the expertise, capability and motivation sit.
- They build trust, demonstrate courage and focus on the 'greater public good'.
- They harness the urgency for change to drive innovation, support risk taking and enable people to take action.

Reflect

Recover

Renew

### Adapt & Act

- Help people to understand 'new power' and the impact of the 'new normal' by optimising the whole system to lever engagement, networks and connections.
- Be aware of your own biases, how you react to change and how you step outside your role to lead with others.
- Be visible and accessible, acknowledge and appreciate effort and motivate others to get involved.
- Communicate with integrity and purpose - recognise you don't have all the answers.
- Use local knowledge and involve frontline staff, middle managers and clinicians as the catalysts for rapid and sustainable change.



Clickable links (Best used on Laptop/PC)



## Tips & tools to help

Model of Collective Leadership

How to Become a Game-Changing Leader

Understanding 'New Power'

The Third Curve of Change

Complex vs Traditional Systems

Additional Resources: pgs 192-199 & pgs 200-204

Access "Team Reflection Guidance" [click here](#)

## HSE Covid-19 supports for staff

Please visit: [workwell.ie](http://workwell.ie)

Healthcare Worker COVID-19 helpline: 1850 420 420

Covid-19 training courses & support: [HSELand.ie](http://HSELand.ie)

HSE HR National Coaching Service: [Click here](#)



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Further information:

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OD - Improving Change Capacity, Kells.

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Reflect sensitively, recover with kindness & renew with hope