

Leading HR in NHS Scotland: An HRD Perspective

Dr Annie Ingram
15th August 2018

What's in name?

- HR v Workforce



- Corporate v professional

- Delivering Board Objectives
- Collective Leadership
- Corporate responsibility
- Professional advice

My Journey

Teams, Teams, Teams...



- Healthcare is a people business
- Healthcare is a team business
- Well functioning teams make a difference to patient outcomes
- Well functioning Teams are well managed...and
- Have a positive staff experience

What's Important



- Authenticity
- Vision
- Engaging – Big Rocks approach to Planning within WF function
- Delivering
- Trying not just talking
- Partnerships

- JOY at Work...

-and sometimes asking for forgiveness!

Vision



‘Vision is seeing what life could be like

While dealing with life as it is.

In the end, vision must always deal with life's qualities, not its quantities.’

anon

Leadership – some quotes



- ‘Leadership is the capacity to translate vision into reality’
Warren Bennis
- ‘Leadership is about making a difference, it’s using your agency to bring about change’ . Melanne Verveer
- ‘...Leadership is all about: staking your ground ahead of where opinion is and convincing people, not simply following the popular opinion of the moment’ Doris Kearns Goodwin
- ‘The task of a leader is to get his people from where they are to where they have not been’ Henry Kissinger

North Journey



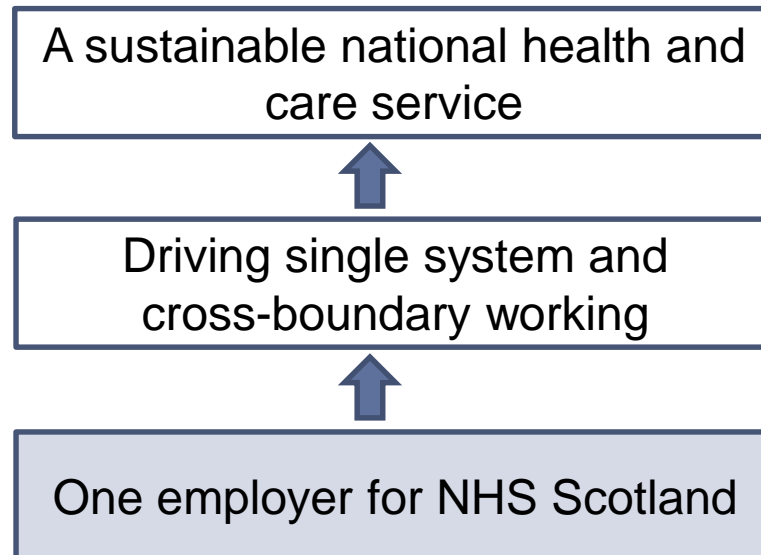
To deliver a regional workforce service by 2019

- Working with teams to define the service
- Working with EDs to develop regional partnership approach
- 8 major workstreams and 5 other projects
- Broad agreement, although devil in detail
- Governance

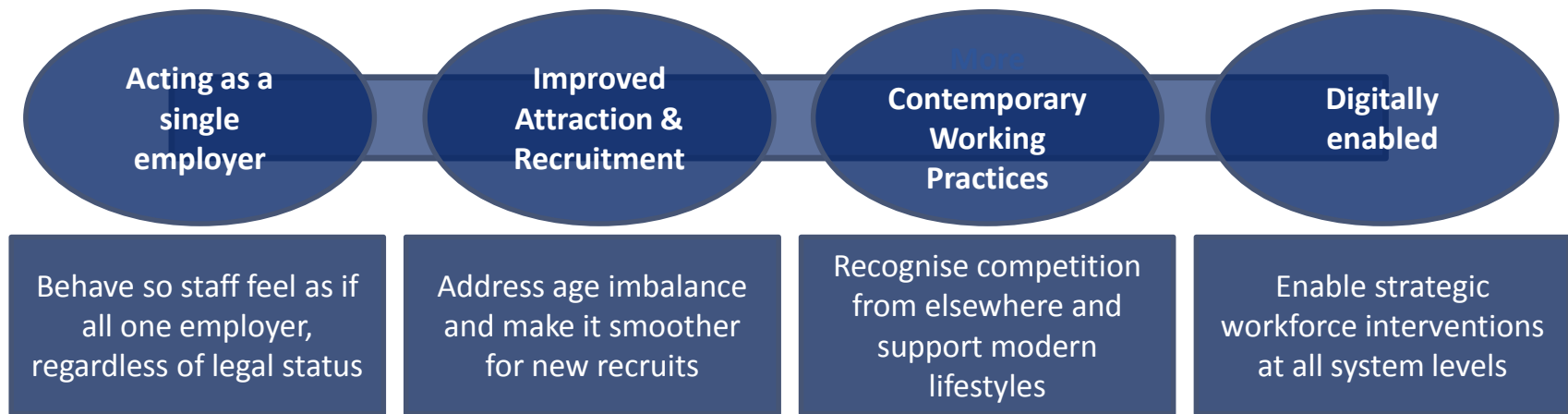
Refreshing the National Vision



Single strategic purpose



Enabled by shared priorities



But How?

For me...



Clarity of vision and drive to get there...

- Vision into reality
- Making a difference
- Convincing others of where they need to be

The world is designed by those who turn up...lets all turn up and make a difference...but endeavour to enjoy the process