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Leadership...

not for the few,
not even for the many,
but for all

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and

CSO The Reverse Mentoring Practice

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Today

- Leadership for all
- Lessons from...
 - The European Junior Leadership Academy, NJLA
 - The ReMEDI Project
 - My recent practice
- Being an inclusive leader



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Why?



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What are our
most pressing
challenges?



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Are current approaches to leadership up to the
challenges we face?



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Inclusion

Not a minority
matter

We are
diversity !!



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Beyond Inclusion



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Ubuntu

I am because we are...

The Moral Case

- The working wounded
- Humanity
- Belonging vs fitting in



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Ubuntu

Sawubona-*/ see you*

Transformative inclusion

- Beyond tolerance
- Beyond difference as a problem to be solved through conformity
- Exceptionalities and difference as the basis for excellence
- Inclusion as opportunity
- Welcome and belongingness



For Patients and the Public

The Business Case is the Moral Case

- High Quality Care
- Performance, productivity
- Retention, engagement

- The Business Case for Diversity and Inclusion: Systematic Review (BIS 2013, McKinsey 2015, 2017, 2019)
- Is the pain worth the gain? (Philips, Liljenquist and Neale 2009)



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Different Approach
needed?



Leadership: for all

- Leadership for the benefit of all
 - Leadership as service to all
 - Servant, ethical and compassionate leadership
- Leadership by all
 - Equality of opportunity
 - Progress and success for people with a range of characteristics
 - Pervasive, collective, distributed leadership



Leadership for all

- Leaders in organisations vs leaders of organisations
- The imperative for every worker to be *leaderly*
- Teams and organisations that draw on new era leadership approaches
- May/must disrupt organisational structures to deliver this



The Potential of Transformative Inclusion

- Rejection of the tyranny of conformity
- Wellbeing, satisfaction
- More (different) minds on wicked problems
- Transformative work, educational and life experiences
- A previously un-imagined level of performance and excellence
- Everyone, and organisations thrive

Embrace being a Unicorn!

You can be you, your authentic self



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Lessons from my practice

EJLA

The ReMEDI Project

RMP Journey


EUROPEAN JUNIOR LEADERSHIP ACADEMY FOR STUDENT NURSES

4 Participating countries:    

[VIEW PROJECT MAP](#)[DOWNLOAD AS PDF](#)

 **Start: 01-09-2016 - End: 31-08-2019**

 **Project Reference: 2016-1-UK01-KA203-024550**

 **EC Grant: 270,503 EUR**

Programme: **Erasmus+**

Sub-programme: **Cooperation for innovation and the exchange of good practices**

Action: **Strategic Partnerships for higher education**

Summary

RELATE is a three year project that aims to develop, implement and evaluate a pilot European Junior Leadership Academy (EJLA) for Student Nurses and a related Massive Online Open Course (MOOC). The project objectives align with the philosophy of the European Commission and Erasmus Plus. The objectives are 1. to generate a contemporary, shared conception of nurse leadership that integrates a range of cultural and professional values 2. to develop leadership knowledge, skills and attitudes of student nurses and newly qualified nurses 3. to establish active communities of practice for students and newly qualified nurses through

Coordinator

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NOTTINGHAM
UK


www.nottingham.ac.uk

Organisation type: Higher education institution (tertiary level)

Partners

 **ESCOLA SUPERIOR DE ENFERMAGEM DE LISBOA (ESEL)**

 **UNIVERZA V MARIBORU**

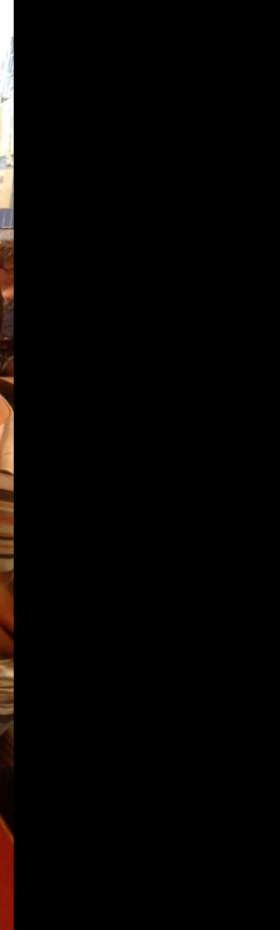
 **THE PROVOST, FELLOWS, FOUNDATION SCHOLARS & THE OTHER MEMBERS OF BOARD OF THE COLLEGE OF THE HOLY & UNDIVIDED TRINITY OF QUEEN ELIZABETH NEAR DUBLIN**

The reLAtE Project

Leadership Festival ESEL: Lisboa March 2017



The reLAtE Team





Features of Junior Leadership

Characteristics

- Influence in the absence of positional authority or organisational/professional seniority
- Making the old new and the new novel
- The approach of (even routine) experiences with fascination

Warrants

- The conviction of idealism
- The courage of curiosity

Instruments

- The as yet, unjaded spirit
- Unbound, (professionally) unsocialised minds
- The restless mind
- Simplification of complexity through *naïveté*
- Historical skepticism



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Lessons from the ReMEDI Project

Reverse Mentoring for Equality, Diversity and Inclusion (ReMEDI)

Reverse mentoring is when a worker in a senior position is mentored by someone in a more junior position than themselves

(Murphy 2012)



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The ReMEDI Project

Staff, students, patients with protected characteristics (plus) mentor leaders with different characteristics



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*This is the most important piece of work I have done in
my 30 years in the NHS*

COO/Deputy CEO-reverse mentee



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This has been the most profound personal and professional development opportunity I have had.

Trust/ICB CEO-reverse mentee



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ReMEDI Models



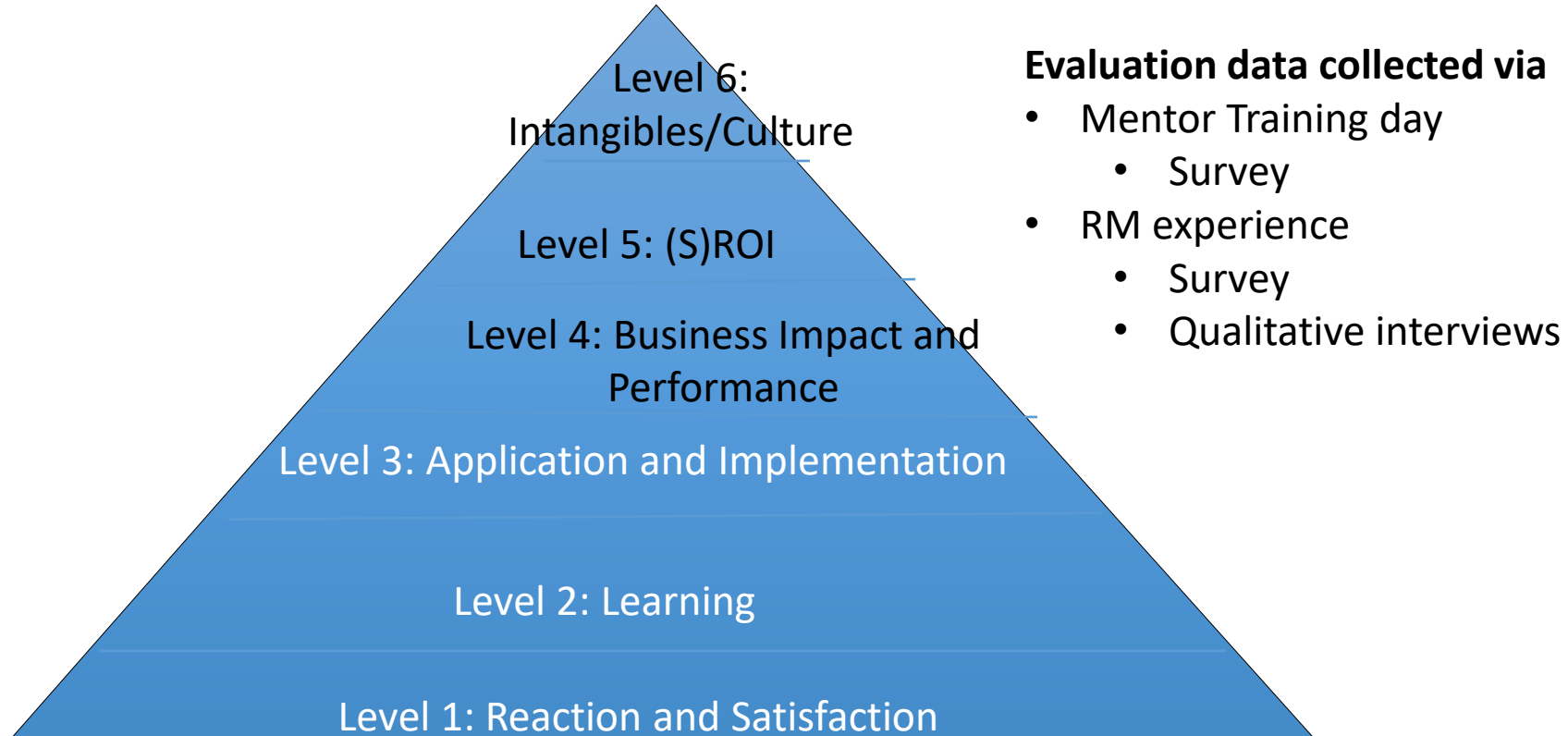
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- RACE, gRACE, gRACE+, TRACE
- pRAISE, RAISE, RISE-UoS: inside-outside
- TRADE
- CREED

Evaluation Framework

Establishing the Impact of the ReMEDI Project



Canadian Institute of Diversity and inclusion (2013)



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Lessons from the ReMEDI Project

- Disrupts traditional power dynamic and hierarchies
- Reverses the deficit model
- Stimulates and facilitates different conversations
- Promoting diversity of thought and cultural humility
- Enhancing organisational cultural competence



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Diversifying Leadership Domains



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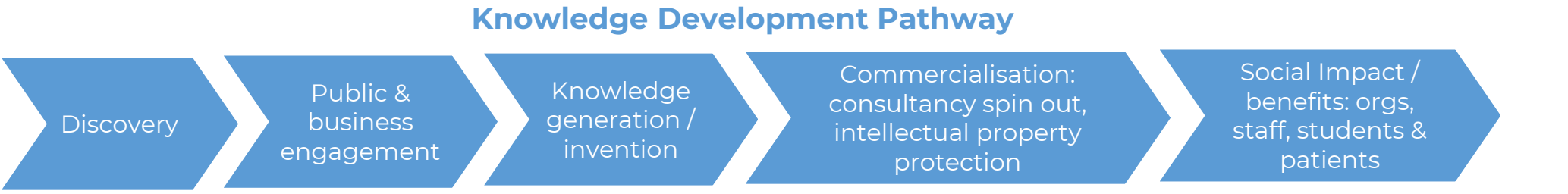
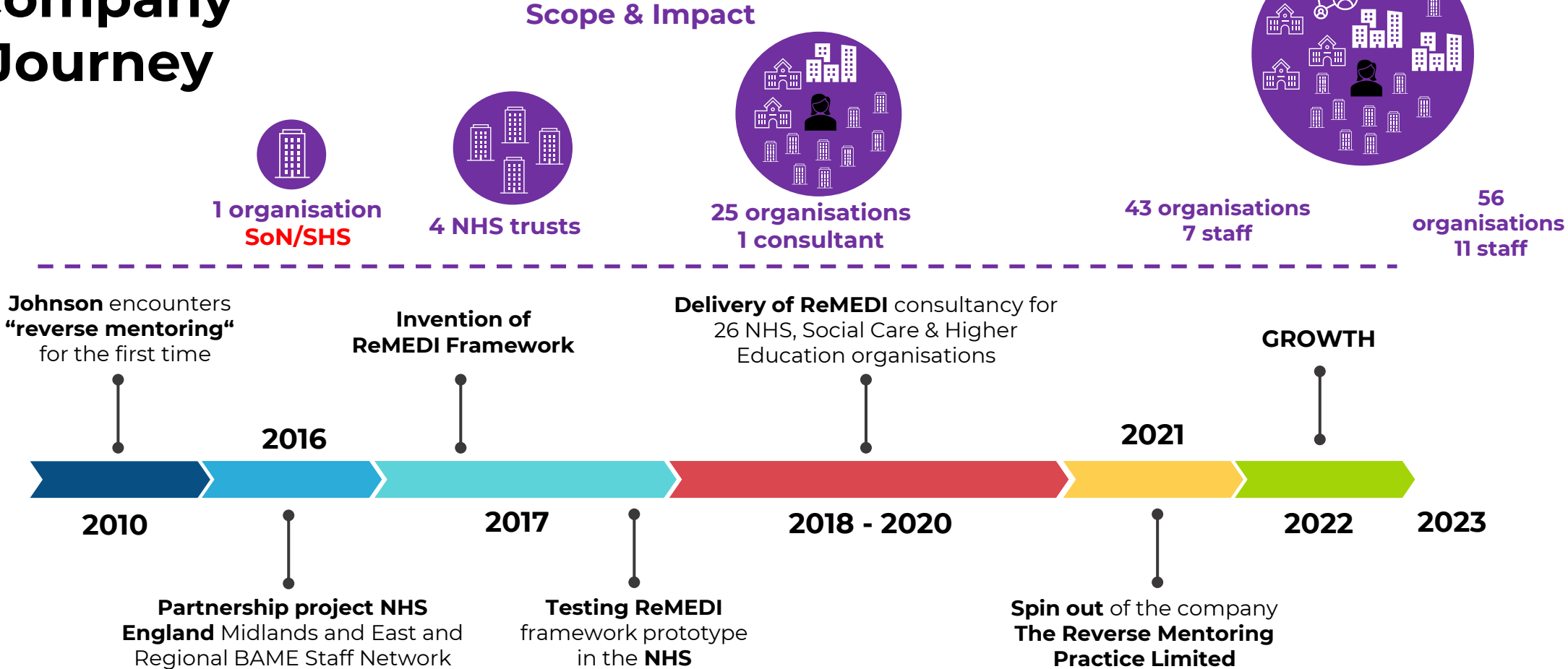
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De journey now start...

(Christopher “Tambu” Herbert-Trinidadian calypsonian)

From the ReMEDI Project to The Reverse
Mentoring Practice Ltd

Company Journey



Personal themes

Graft-Grace-Gratitude-Giving

On the Mountain Top
Interesting Conversations



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What does this mean for you?



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Positional Leaders

Lead inclusively

Capitalise on the diversity in your organisations and teams

Lead with cultural humility



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Everyone

Be leaderly

Capitalise on your weirdness

Proceed as if welcome



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Last words...

No learning is wasted

Failing-Failure

Do not fear, fear. Instead, let fear be a catalyst for courage



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Thank you

Discussion

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