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Case Study Analysis Report

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1 Introduction

On February the 11th 2013, seven-year-old Emmanuel Akinmuyiwa collapsed and died after a blood transfusion at Heartlands Hospital in Birmingham. The date of death was four days after his initial admittance to the hospital and a result of failings on multiple levels in the treatment of his underlying condition Sickle cell. (Crockroft, 2014). Sickle cell is an inherited blood disorder that affecting the body's red blood cells. The disorder effects the shaping and consistency of the red blood cells making them sticky and sickle shaped. This causes them to die sooner than normal and due to their shape and consistency, cause blockages in blood vessels. Other health complications and pain can be caused by the disease such as infections, strokes and in Emmanuel's case, death (CDC, 2023). Doctors had left instructions in how to deal with Emmanuel's care but due to no protocols and the appropriate training in dealing with child sickle cell crisis, they were ignored which led to Emmanuel's death (Crockroft, 2014). In the subsequent enquiry into Emmanuel's case, Senior coroner Louise Hunt listed the cause of death as cardiac failure caused by severe anaemia due to sickle cell disease. She then requested copies of the report and its finding to be sent to Clinical Commissioning Groups in the West Midlands and NHS England to initiate better treatment of child Sickle cell patients (Crockroft, 2014). As stated, a lack of protocols and strong leadership were the cause of Emmanuel's death and in this report, examination will take place of what type and style of leader is required to make positive change in leadership and implement the required protocols. Effective leaders provide those under their management motivation, inspiration and guidance whilst creating a shared vision and common cause. Without strong leadership, achieving success may become difficult and as such vital for any business and/or organisation to succeed (Siena Heights University, 2022). Encyclopaedia (2023) defines a leader as "as a process by which one individual influences others toward the attainment of group or organizational goals" with Schultz (2023) listing ten elements of leadership. They are authenticity, effective communication, coachability, supporting of a culture of feedback, commitment to alignment, openness to differing ideas, transparency, the ability to modify behaviour based on mistakes, humility, and vulnerability. Good leaders of any organisation have a clear purpose in a common goal. These types of leaders are also called Purpose-driven leaders. Purpose-driven leaders drive their organisations values and use them as a guide for theirs and their subordinates' actions. Their own personal views and feelings take a back seat over the organisation's operations and user satisfaction. They may not be the best in all aspects of management but are the best in what matters the most. Creating a common goal and sense or purpose within the organisation and keeping focused on them allows for decisions to be made with greater clarity and efficiency (AllActivity, 2022). Purpose-driven leaders show a strong connection to the business. Through this connection

to the organisation, they can affect change. There are three elements that make a connected leader,

A strong connection to themselves – They are clear on the purpose set and understand their own values and strengths. They are comfortable in dealing with the unknown and complex issues without the need to use simple, ineffective solutions to problems faced. They effectively prioritise the most important work whilst navigating work which may be time consuming.

A strong connection to others – In showing great listening skills and creating an open space where ideas can be shared without fear of judgement, connected leaders use compassion, empathy, transparency and trust to influence those they interact with. By doing this they can build and nurture a strong network to stay informed about relevant issues and advances within their industry.

A strong connection to the bigger picture – Through critical thinking and curiosity, connected leaders can recognise patterns which enables them to make more effective decisions. They have a good awareness of the systems they operate within and understand how to navigate through this. They are realistic in discussing the obstacles the organisation may face in trying to achieve their goal but have an optimistic outlook on what can be achieved (Goodman, 2017).

In this report, critical examination will take place on what leadership type and style will be needed to implement the new child Sickle cell protocols and training. Robert Katz in identifying technical, interpersonal and conceptual skills as critical in any successful leader touched upon an issue many leaders face. He noted that the higher one progresses up the management ladder, one or more of these skills may become less important. This may lead to a lack of understanding of issues faced by subordinate's dependant on which leadership style is adopted (Granite State College, 2021). This report will seek to find the best suiting model or theory to successfully implement the appropriate training and protocols and offer recommendations.

2. Main Body

2.1 Leadership traits

	O.C.E.A.N Personality Indicator	
	Low Indicator	High Indicator
Openness	Practical, sceptical, shies away from new	Love new, intellectually curious, creative, adventurous
Conscientious	Easy going, relaxed, spontaneous, not many rules	Disciplined, efficient, organised, responsible
Extroversion	Likes solitary time, shy, reserved, quiet, independent	Outgoing, enthusiastic, active, novelty seeking
Agreeableness	Uncooperative, antagonistic, suspicious	Cooperative, kind, affectionate, friendly
Neuroticism	Not easily bothered, secure, emotionally resilient	Tense, moody, anxious, sensitive, prone to negative

(Tremolada, 2015).

The OCEAN personality trait model is a model used to understand the characteristics that make up an individual's personality and behaviours. The model lists five traits that can be used to understand this, they are:

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Openness to experience – A person's willingness to try new things.

Conscientiousness – The desire to be careful and diligent.

Extroversion - Measures how energetic and outgoing a person is.

Agreeableness – An individual's interactional skills,

Neuroticism – The likelihood of feeling negative emotions.

Both nature and nurture have an impact on these characteristics. No matter where one falls on the scale, everyone possesses a small amount of each quality. These five characteristics, which represent broad categories of human behavior, can be used to understand variations in a person's personality and decision-making processes. Although these five factors cannot fully account for the complexity of the human personality, they are known as the "Big Five" because they encompass a sizable portion of personality-related traits and characteristics (Bruce, 2023). To effectively lead the team involved in child Sickle cell treatment, these five traits will need to be held.

Openness to experience – To effectively bring about change in protocols and guidance there must be a willingness to try new things and hear input from others.

Conscientiousness – As with all aspects of healthcare, care must be taken to ensure child Sickle cell protocols are effective yet protect those who need it most.

Extroversion – To inspire those who on ground level will be implementing these protocols, Leaders and Managers must be energetic about the results these changes will bring.

Agreeableness – For child Sickle cell protocols to be implemented through training the onus will be on the leaders to showcase the positive benefits they will bring.

Neuroticism – There must be a realisation that deaths may occur regardless of the quality of care or protocols which will bring negative emotions. Regardless of this protocol adherence and high-quality care should still always be given.

2.2 Henry Mintzberg theory

10 Managerial Roles, According to Mintzberg

INTERPERSONAL	1	FIGUREHEAD	Represents the organization, as well as motivates the team
	2	LEADER	Leads a team, a department, or an entire organization
	3	LIAISON	Develops and maintains internal and external relationships
INFORMATIONAL	4	MONITOR	Identifies problems and opportunities for growth
	5	DISSEMINATOR	Shares data and communicates it effectively
	6	SPOKESPERSON	Speaks for the organization, defending the company's interests
DECISIONAL	7	ENTREPRENEUR	Organizes and runs business processes
	8	DISTURBANCE HANDLER	Fixes the problem, maintaining productivity
	9	RESOURCE ALLOCATOR	Determines how and where to apply organizational resources
	10	NEGOTIATOR	Participates in negotiations, trying to reach their goals

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(Rossingol, 2022)

Henry Mintzberg's managerial theory divides the ten roles that leaders play into three main clusters: interpersonal, informational, and decisional. Henry Mintzberg also talks about the amount of effort that leaders put into each role. The actions of those leaders have a significant impact on their success. Both individual and contextual factors had an impact on the ten roles.

Roles in Interpersonal Leadership - These managerial positions entail sharing knowledge and concepts.

- **Figurehead** - You are responsible for performing social, official, and legal obligations as a leader. You're expected to inspire people. Because you are a leader and a person in authority, people look up to you.
- **Leader** - A leader sets the direction for their team, department, or even the entire company while also overseeing each member's performance and responsibilities.
- **Liaison** - Leaders must communicate with both internal and external contacts. You need to be able to network in order to effectively represent the organisation (NHS) (Mind Tools Content Team, 2023).

Roles in Information Leadership - Information processing is a component of the managerial positions in this group.

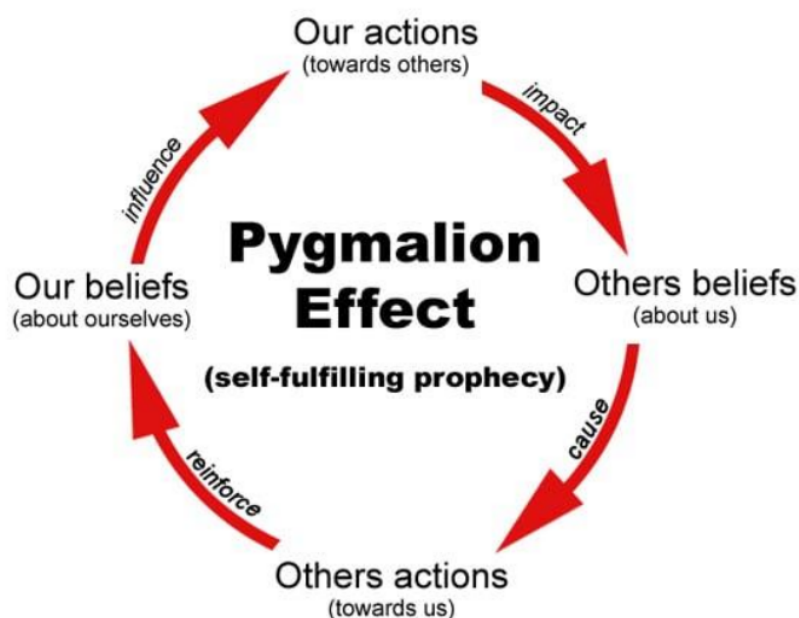
- **Monitor** - In this role, you routinely research your company and the sector to identify significant environmental changes. You also keep an eye on the health and effectiveness of your team.
- **Disseminator** - Here, you can give your group and colleagues any information that might be useful.
- **Spokesperson** - Leaders serve as the organization's spokesperson and act in that capacity. You oversee communicating information about your organization's objectives to people outside of it in this capacity (Mind Tools Content Team, 2023).

Roles in Deterministic Leadership - Information use is a component of the managerial positions in this group.

- **Entrepreneur** - You oversee and initiate organizational change as a manager. This entails resolving problems, developing novel ideas, and putting them into practice.
- **Disturbance Handler** - When a team or organization encounters an unexpected challenge, the manager oversees seizing the initiative. Additionally, you must assist in mediating disputes there.
- **Resource allocator** - Decides where organizational resources should be allocated. This includes distributing financial resources in addition to staff and other organizational resources.
- **Negotiator** - You might need to lead or take part in significant negotiations in your organization. (Mind Tools Content Team, 2023).

A leader who is successful knows when to play each role individually or in tandem with others to be successful. Different leadership styles are required in healthcare settings to address differing situations, one style of leadership is insufficient. The job of a leader can be characterized as a variety of roles or deliberate sets of actions related to his position. Leaders must prioritize participation, relationships, and goals. To achieve this, leaders must use their position to motivate people and impart to them the knowledge they need to collaborate, work as a team, and learn from one another. This will be vital in the implementation and training of the new child Sickle cell protocols (Tawk, 2021).

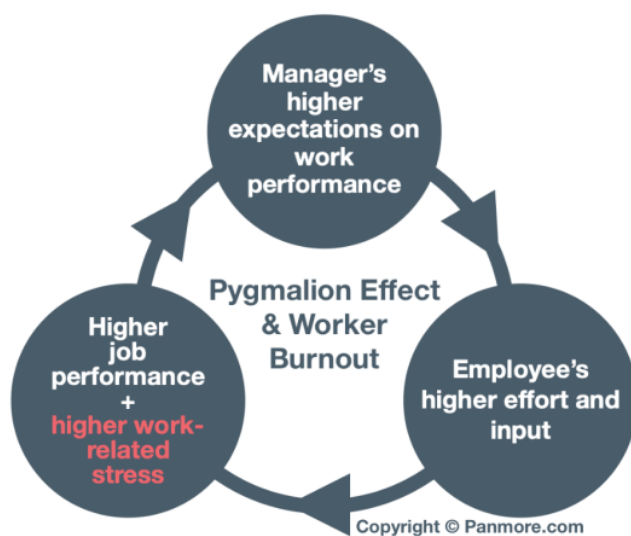
2.3 Pygmalion effect



(Perera, 2023)

In a 1964 study Robert Rosenthal discovered the Pygmalion effect as a such is also known as the Rosenthal effect. The Pygmalion effect is a 'self-fulfilling prophecy' and works in a circular fashion and explains how a person's performance can be directly influenced by other people's expectation. I.e., higher expectations equate to higher performances. It examines how people's attitudes toward others are influenced by their expectations and beliefs. These behaviours then have an impact on what other people believe about themselves and what they expect of themselves. These beliefs then influence how other people perform. The initial conviction and hopes of others are confirmed. When we return to step one, the actions

begin to reinforce each other. (Boyce, 2023). In Emmanuel's case the performance of many of the healthcare professional's tasked with his care was not up to par. This can be explained by simply stating that those in management did not create an environment in which their influence created an expectation of high-level care, but this may not be the case. In a recent article, Whitehead (2023) found a direct link between **employee burnout and work-related stress** and **the Pygmalion effect of leaders' expectations and influence on them**. The issue is The Pygmalion effect is a cycle-based positive feedback loop that gets stronger and stronger. For instance, increased performance results from higher expectations, which in turn leads to increased expectations. In a healthcare setting this can be problematic due to burnout which a report by Yellowlees and Rea (2022) found. They found a direct link between burnout and well-being indicators (like depression, stress, and anxiety) and patient errors. In Emmanuel's case although protocols were not in place it may be that the high expectations of management created the healthcare professionals involved to feel burnout. Higher expectations lead to higher performance, which in turn encourages even higher expectations. An understanding of this must be felt with future and current leaders, taking into account the negatives the Pygmalion effect can have on subordinates within an organisation (Whitehead, 2023).



(Whitehead, 2023)

2.4 Leadership theories



(INDIAFREENOTES,2020).

Great Man Theory

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The great man theory of leadership, sometimes called the trait theory, suggests that good leaders are born. They are great because of natural qualities and abilities that cannot be taught or acquired. According to the trait theory, leaders are in their positions because of their unique traits. There is a lot of opposition to the trait theory, primarily the claim that leaders are either born or they are not, and that leadership development requires no work or effort. This implies that social or psychological leaders are predetermined and that they are either chosen or not. Leaders cannot emerge from the shadows. There is also contention that most characteristics linked to this theory are innately masculine and do not reflect the psychology of effective leaders (Western Governors University, 2020)

Transactional Theory

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Transactional leadership, which is also referred to as managerial leadership, uses rewards and penalties to ensure that employees perform to their full potential. An exchange or transaction serves as the foundation of the transactional executive leadership model. Workers who complete their tasks to the required standards are rewarded, and those who fall short are disciplined by the leader. This relationship between a leader and their followers is predicated on theories that hold that people lack self-motivation and require guidance, direction, and supervision in order to complete their tasks. The theory also assumes that employees will carry out their duties as directed by a transactional leader in return for the leader providing an service they value, such as pay. A structured environment with few

deviations from established business processes and roles that have clear responsibilities is best for a transactional leadership style. Transactional leadership theory states that this kind of leader operates within the framework of an organization. A transactional leader wants their team members to deliver defined, quantifiable results. These are also known as SMART goals because they must be precise, measurable, achievable, realistic, and time bound. A transactional leader assesses subordinates based on whether they produce the desired results and adhere to the set requirements. Transactional leaders encourage their followers' self-interest to keep them on task. (Lutkevich and Pratt, 2022).

Transformational Theory

⁴⁶ In 1973, James V. Downton became a pioneer of transformational leadership. He was the one who coined the expression. Later, in 1978, James Burns expanded on this. A few years later, in 1990, Bernard Bass developed the concept. "Bass's Transformational Leadership Theory" describes this. Bass expanded on the notion of leaders expressing genuine and focused energy to encourage the other team members to emulate them as well as ways to gauge and rank the success of transformational leadership. Additionally, Bass proposed that the "four I's"—idealized influence, inspirational motivation, intellectual stimulation, and individual consideration—were the fundamental components of a transformational leadership style. Each of these four elements contributes to the leadership style and aids in improving and increasing the productivity of the followers. These elements work together to support transformational leaders in drastically altering the path of their followers. Transformational leaders encourage their followers to go above and beyond their perceived capabilities. Likewise, these changed members later progress to becoming leaders. Personalized responses from transformational leaders enable people to realize their potential. The results of transformational leadership are positive and enduring. He further asserts that the leadership style's resoundingly successful outcomes are greatly influenced by the leaders' strong belief in the team's vision. Leaders improve the quality of their relationships and create environments that are fair, respectful, and supportive by establishing a shared goal or vision. Although this leadership approach is very effective, it is important to understand that not all team members will benefit as much from transformational leadership. In order to achieve their objectives, leaders must modify their efforts as necessary. (Ugochukwu and Mleod, 2023).

Behavioural Theory

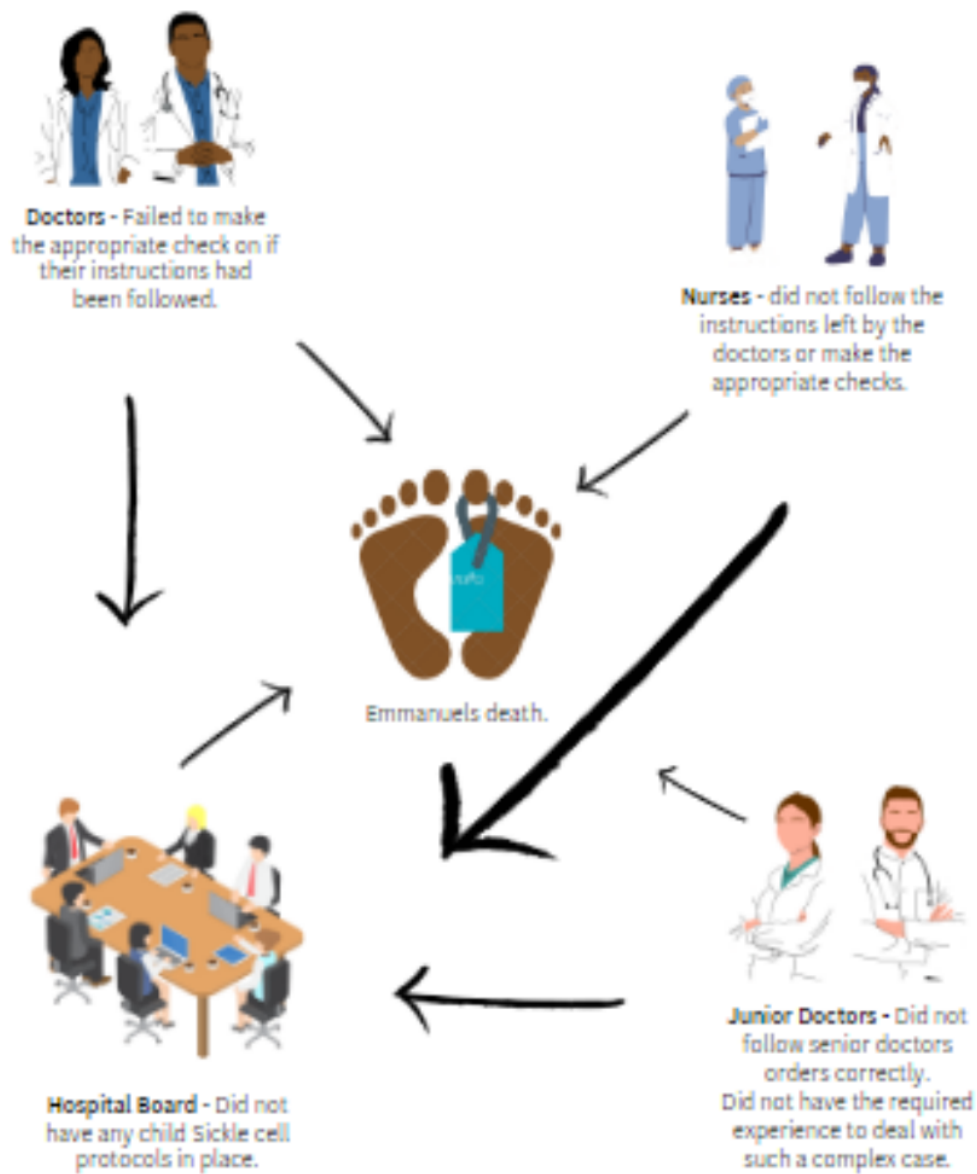
⁷³ The Behavioural Leadership theory concentrates on the behaviours of leaders and assumes that other leaders and subordinates can adopt these behaviours. The actions of a leader are heavily emphasized in behavioural theories of leadership; this theory contends that

observing a leader's behaviour is the best indicator of how successful their leadership will be. The behavioural theory emphasizes behaviour rather than qualities. According to this theory, observable patterns of behaviour are classified as "styles of leadership." Task-oriented leaders, people-oriented leaders, country club leaders, status-quo leaders, dictatorial leaders, and more are some examples of leadership styles. In the end, this theory's definition of success is based on the actual behaviours and actions of a leader. The behavioural theory has many benefits, but one of the main ones is that it allows leaders to learn and choose the actions they want to take to develop into the type of leaders they want to be. It enables leaders to be adaptable and change course as necessary. This leadership approach also has the great advantage of implying that anyone can lead. While the behavioural theory allows for flexibility, one of its drawbacks is that it doesn't explicitly advise how to act in specific situations. There are numerous leadership theories that are based on behavioural theory, but there isn't one that is best in every situation. Examining a task-oriented leader versus a people-oriented leader is a way to illustrate the behavioural theory. A task-oriented leader will examine the procedure to determine whether the workflow needs to be changed if there is a team performance issue. A leader who cares about people will turn to the people and ask what the problem is. The Behavioural theory assists leaders in focusing on their actions and using their decisions to be a great leader (Western Governors University, 2020).

When examining Emmanuel's case and the above theories, the Behavioural theory would seem best suited. If subordinates, see those leading them positively talking and acting on the new protocols this will create a culture of change. The Great Man Theory due to it been made up of masculine, natural-born traits was not applicable. We know leaders can be developed and from any gender. The Transactional theory in a healthcare setting should not be the preferred model as healthcare professionals should want to provide a universal high-quality level of care. This should not be incentivised as this may lead to subordinates delivering a low-quality service if they feel they are not being incentivised enough. The Transformational theory whilst not selected can also be applied to Emmanuel's case. By utilising the Transformational theory's "four I's", there will be noticeable improvements and increase in the productivity of the subordinates delivering the new protocols. In an ideal world a combination of both the Transformational and the Behavioural theory would be used with subordinates seeing change coming from those leading them whilst also wanting to emulate them leading to better quality care.

2.5 ²⁶ Rich picture

²⁶ Developed by Peter Checkland as part of his Soft Systems Methodology, rich pictures are used as tools to make sense of a system and its behaviour. Soft Systems Methodology or SSM is a method for examining complex issues and promoting change among individuals with various points of view, objectives, and agendas. ²⁶ A rich picture is a map of how a system operates and where and how different visual aspects are placed assists with an overview of what is happening within an organisation. This can help to identify patterns and issues within it with different aspects of the picture being examined and the interlinking effects and/or issues identified. This is particularly effective in early-stage problem identification in systems that are complex in their working. It cannot be used a representation of research findings but the first step in a two-step process in evaluating an issue. In the second phase, a person's own experiences and perspectives are considered. ³⁴ As a result, a rich picture's value lies not in its ability to precisely represent an external reality, but rather in how it can be used as a tool to stimulate second-cycle sense-making, bring to the surface deeply held beliefs, and spark discussion and reflection that leads to fresh insights (Ison, 2017; Checkland, 2000; Crowe *et al*, 2017; Conte *et al*, 2017; Conte and Davidson, 2020). Overleaf is a rich picture of Emmauels case and by using this method the root of the problem is clear to see. Deeper examination into the root problem must then be made as previously stated this is the first step in sense making.



2.4 Leadership models

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According to the Austrian psychologist who created Fiedler's Contingency Model in the 1960s, there is no one best leadership style. Instead, a leadership approach that is in line

with the circumstance is always the most effective. Professor Fiedler examined the personalities and traits of leaders and concluded that since a person's leadership style is shaped by their life experiences, it is extremely difficult, if not impossible, to change. He thought it was important to select the best leader for each task based on their skill set and the demands of the circumstance. He listed two factors in leadership.

- Natural leadership style - understand their natural leadership style.
- Situational favourableness - evaluate whether their leadership style is right for the situation.

27 Leadership style

The Least Preferred Coworker, or LPC scale, was created by Fiedler to assist in identifying your leadership style. The user is asked to describe the coworker they least enjoy working with on the scale. Rating 1 for the lowest and 8 for the highest with the scores then totalled. Even though there may be a want to be generous with responses, sincerity is crucial in order for the best leadership style to be understood.

Least Preferred Co-worker (LPC) Scale

Pleasant	8	7	6	5	4	3	2	1	Unpleasant
Friendly	8	7	6	5	4	3	2	1	Unfriendly
Rejecting	8	7	6	5	4	3	2	1	Accepting
Tense	8	7	6	5	4	3	2	1	Relaxed
Cold	8	7	6	5	4	3	2	1	Warm
Supportive	8	7	6	5	4	3	2	1	Hostile
Boring	8	7	6	5	4	3	2	1	Interesting
Quarrelsome	8	7	6	5	4	3	2	1	Harmonious
Gloomy	8	7	6	5	4	3	2	1	Cheerful
Open	8	7	6	5	4	3	2	1	Closed
Backbiting	8	7	6	5	4	3	2	1	Loyal
Untrustworthy	8	7	6	5	4	3	2	1	Trustworthy
Considerate	8	7	6	5	4	3	2	1	Inconsiderate
Nasty	8	7	6	5	4	3	2	1	Nice
Agreeable	8	7	6	5	4	3	2	1	Disagreeable
Insincere	8	7	6	5	4	3	2	1	Sincere
Kind	8	7	6	5	4	3	2	1	Unkind

(S, 2020).

- Relationship-oriented leader - 73 and above (a high LPC score)

- 65 Relationship-oriented leaders are excellent at handling interpersonal conflict, fostering team cohesion, and building relationships.
- Task-oriented leader - 54 and below (a low LPC score)
- 18 Task-oriented leaders excel at organizing projects and teams to complete tasks efficiently.
- 7 Relationship-oriented and a task-oriented leader – Between 55 and 72

7 The justification for these two leadership philosophies is simple.

- Rating your least preferred coworker favourably - It shows that you can see the best in everyone, even those who you might not typically choose to work with.
- Rating your least preferred coworker unfavourably - Given that you place a higher value on efficiency and effectiveness than other qualities, rating your least favourite coworker negatively suggests that you find it difficult to recognize their contributions.

Situational favourableness

20 Fiedler's model then asks you to evaluate the current circumstance. Every situation that calls for leadership is unique and requires a particular kind of leader. Depending on your level of leadership influence and power, a situation may be favourable or unfavourable. 11 Situational favourableness is determined by three variables and in order to assess this Fiedler poses 7 three questions. On a scale of one to 10, with 10 representing the highest value.

- 74 Leader-member relations - Are leader-member relations good and trustworthy (10) or poor and untrustworthy (1)? 11 Trust is the cornerstone of leader-member relationships. Do your subordinates respect you as a leader? The more they accomplish, the better your leader-member relationships become.
- 7 Task structure - Are the tasks at hand clear and structured (10) or confusing and unstructured (1)? 20 The clarity of the tasks needed to finish a project is referred to as task structure. A better situation results from a higher task structure. The task structure of a situation is ranked higher for tasks that are more precise and definite, and lower for tasks that are more ambiguous.
- 71 Position power - Is your authority and influence over your team strong (10) or weak (1)? Position power is the control you have as a leader over your team. Your position power is high if you can reward, punish, or direct them. As you might expect, having more power in a position of authority improves the situation.

Numerous "correct" leadership philosophies exist. While organizations as a whole might favour a task-oriented approach, subordinates frequently prefer a relationship-based approach. To determine how favourable the situation is, ask subordinates to respond anonymously to these same questions, then average their responses (Asana, 2022). The NHS as an organisation will have its own expectations and objectives and finding the correct balance will be critical. The rollout of child Sickle cell protocols will not be an easy process and the inclusion of subordinates on how these processes can be implemented smoothly will not only help protocol adherence but staff morale. Each child Sickle cell crisis will be different and so will the correct management style. An understanding of this and the openness to include subordinates in decisions whilst working to a set framework will not only be positive for those delivering the care but those receiving it.

2.5 X-Y-Z Theory

Initially created by Douglas McGregor in the 1950s and finetuned in the 1960s, the XY theory built upon Abraham Maslow hierarchy of needs and sought to explain how leaders' attitude has an impact on employee motivation. The assumption in this theory is that the leader's role is to simply appropriately organise resources but in fact the reality of leadership is much more complex.

Theory X – Theory X assumes that those in this group are:

- Work shy.
- Unambitious.
- Display little creativity in problem solving.
- Motivation occurs only at the physiological and security levels of Maslow's hierarchy of needs.
- Resistant to change.
- Gullible.
- Self-centred

This theory states that money is the major motivation for those in this group with a hard or soft approach not yielding the required results and a happy medium never truly achieved. Taking the hard approach, the leader or manager would use threats, micromanagement, controls and coercion to exert their power and control. Where the soft approach results in a growing desire for greater reward in exchange for reduced work output. Using Maslow's hierarchy of needs as a basis for explanation, McGregor explains that once lower-level needs have been met, motivation disappears and for this satisfaction to be felt at higher

levels of needs compensation at work must be constantly sought through receiving more money. He goes on to state that in the most part people will use work to satisfy their lower needs and satisfy their higher needs during their personal time. In modern society, money is no longer the main factor of motivation for work. If an environment of command and control is felt then there is an expectation subordinates will dislike their work, avoid responsibility and resist change. This ties in with the Pygmalion effect where this unhealthy environment is continually fuelled by unhealthy and sometimes false expectations and beliefs (Lumen Learning, 2023).

Theory Y - Theory Y assumes that those in this group are:

- Self-directed and creative when meeting organisational objectives when committed.
- If higher needs such as self-fulfilment are in place, there will be a commitment to their quality and production.
- Their creativeness helps others become creative and vice versa.
- Responsible.
- Team player.

Theory Y implies most people can handle responsibility due to creativity and initiative being commonplace in the population. Leaders need to harness these assumptions and seek to align subordinates' personal goals with organizational goals. The need for subordinate's own need for fulfilment should be used as motivation due to the higher-level needs, esteem and self-actualization being ongoing. Theory Y requires a level of maturity that may not have been reached. As such Theory X may be applicable until such a point in which controls can be relaxed and Theory Y adopted. The following principle can be applied in Theory Y to improve motivation:

- **Decentralization and delegation** – By decentralising control and reducing the numerous levels of management, leaders will have a greater responsibility due to an increased level of subordinates and decision making.
- **Job progression** – Egotistical needs are met alongside a variety in the working day.
- **Participative management** – Decision making involving subordinates allows for creativity to be displayed and allows them to show a level of control over their work environment.
- **Performance appraisals** – By subordinates setting objectives and contributing to their own self-evaluation this can increase engagement and dedication

If implemented properly, such a setting can boost and sustain motivation as workers strive to satisfy their more profound personal needs through their work (Lumen Learning, 2023).

⁵⁵
Ouchi's Theory Z – In his book, *Theory Z: How American Management Can Meet the*
Japanese Challenge published in 1981⁷⁸ management professor William Ouchi argued that
 Western organizations could learn from their Japanese counterparts. In the 1980s Japan
 saw an increase in demand for products they produced. This ranged from cars to electronics
 that were high quality and had a low price. Ouchi found the secret to their success was not
 their products⁵ but how they were managing their people. Japanese workers were highly
 motivated, empowered, and productive. In order to Theory Z to work subordinates are
 required to become generalists rather than specialists. Job rotations and continuous training
 leads to an increase of an individual's knowledge of an organisation's working processes
 whilst also increasing their own skills and abilities. This theory requires subordinates to
 commit their careers and its development to one organisation with the understanding
 promotions may be slower due to them having to learn the organisations workings at many
 levels. When promotions are given, there is an expectation that subordinates will also use
 Theory Z to assist the development of those below them. It also like Theories X and Y makes⁵²
 certain assumptions about the people in this group. Those in Theory Z seek to:

- Build cooperative and intimate working relationships with their coworkers.
- Expect reciprocity and support from the company.
- Require a healthy work-life balance.
- Have and seek to develop a sense of order, discipline, and a moral obligation to work hard.¹⁹
- Be trusted to do their jobs to the best of their ability whilst look after for their own and others' well-being.

It also makes assumptions on an organisations culture. For the organisation to reap the
 benefits people bring through this theory they must also create an environment that has the
 following:

- **A strong company philosophy and culture** – This must be understood and implemented by all in the organisation with everyone believing in the work being undertaken.
- **Long-term staff development and employment** – Due to the long-term nature of this theory, measures must be in place to help develop subordinates which will in turn achieve loyalty from them.
- **Consensus in decisions** - Employee participation in organizational decisions is expected and encouraged.

- **Generalist employees** – Due to a need for greater understanding of organisational knowledge, there is a need for subordinates to be generalists. Regardless of this they should still have specialised career responsibilities.
- **Concern for the happiness and well-being of workers** – Through the appropriate measures and programmes, the organisation concerns itself with the health and happiness of its employees and their families.
- **Informal control with formalised measures** – With formal measures in place to assure quality and performance, subordinates are empowered to complete objectives in a hands-off approach.
- **Individual responsibility** – Individual contributions are credited but always within the context of the team they work within.

On face value Theory Z seems the ideal route for any leader of an organisation especially the NHS where again assumptions are made. For subordinates, most will pledge their careers and its development to it. The NHS will develop ones career for life with a strong company philosophy and culture. In Emmanuel's case, Theory Z working had a detrimental effect on the cases outcome due to one component failing, *informal control with formalised measures*. Theory X and Y in Emmanuel's case are not appropriate styles of leadership in the case although there may be need to cycle through X Y or Z but in this instance the failing came from a lack of formalised measures. With the new child sickle cell protocols and training there will now be formalised measures in place ensuring incidents like this do not happen in the future (Lumen Learning, 2023; Khalifa, 2023).

Leadership Styles



(Akpeli, 2019).

Alongside the elements required to become a good leader behavioural psychologist, Kurt Lewin in the 1930's found three types of leadership style. They were autocratic, democratic and Laissez-faire (Lindberg, 2022).

Authoritarian (Autocratic) Leadership

When decisions are made ²⁴ without consulting a team, this is seen as leading in an authoritarian manner. Subordinates are instructed on what and how to do things. The advantage of authoritarian rule is that it is very effective: decisions can be made quickly, and people have no say in what they do. The drawback is that people are frequently demoralized and unmotivated in an authoritarian workplace. If this approach is taken, there is a chance of not hearing from knowledgeable, skilled ⁴⁸ team members, which can severely hamper innovation and performance. Additionally, many cultures dislike and rebel against authoritarian rule. It can result in low morale, unhappiness, and even hostility or aggression in a team. It can also result in high absenteeism and a rise in staff turnover. This Leadership style for the most part will not work in a healthcare setting or in assisting the implementation of the child Sickle cell protocols. As seen in Emmanuel's case simply instructing does not suffice and the results can be detrimental. There may be instances where clear instructions

are given without consultation but in a healthcare setting this should only be considered within the boundaries of strict protocols.

Participative (Democratic) Leadership

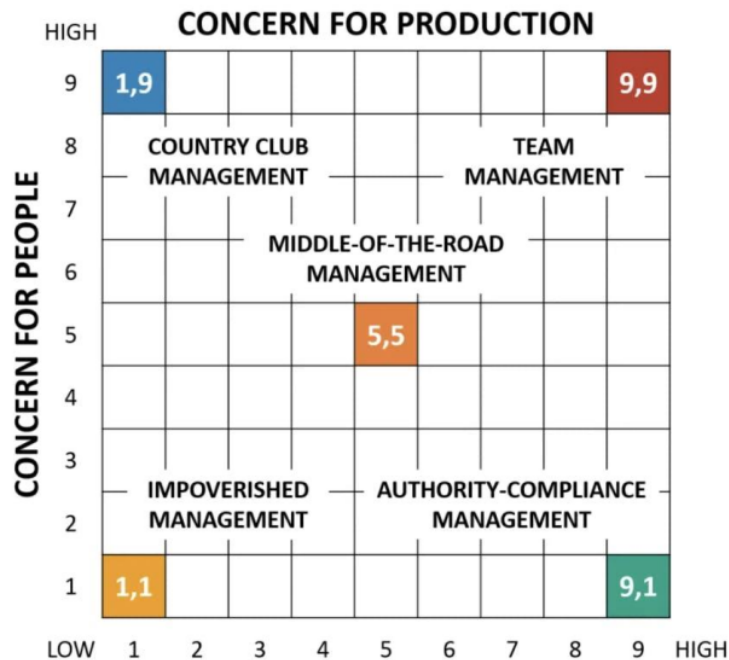
⁷⁷ With participative leadership, team members are in the decision-making process whilst the leader maintains the final decision-making authority. Team members feel empowered and engaged in their work as a result of the development of trust and good working relationships. This type of leadership would on face value would be ideal in healthcare settings and with the implementation of the new child Sickle cell protocols, but it is not without its failings. ¹² Participatory leadership has the drawback of slowing down decision-making, which can result in missed opportunities. When there is an emergency or a crisis, this can be especially harmful. In Emmanuel's this type of leadership may have helped in identifying missed issues and points of concern. However, without the clear framework protocols give, input from subordinates may have exacerbated the situation. In future implementation this may be useful as input is received from subordinates in order to assist in the transition period.

Delegative (Laissez-Faire) Leadership

⁶⁹ Laissez-faire or delegative leadership is very hands-off. When using this leadership style of operation, you give ⁸ team members the freedom to establish their own objectives, due dates, and working methods. When team members are highly skilled, motivated, and open to receive frequent feedback on performance and progress, delegative leadership is at its most effective. It works well when using consultants or independent contractors. The drawback of delegative leadership is that it may result in subpar performance in groups of individuals with low motivation, low skill levels, or subpar knowledge (Mind Tools Content Team, 2023). Most nurses work independently due to them being highly skilled and motivated but in a healthcare setting this creates its own issues. Unit socialization and a culture of blame have been cited as reasons for this leadership style being ineffective.

When examining the above three leadership styles, each style has its benefits but only according to the situation. One style cannot be adopted full time by any leader as that style in an inappropriate situation may exacerbate it. In a healthcare setting this can be fatal.

2.7 Leadership grid



(The Decision Lab, 2023).

Developed in the 1960s by Robert Blake and Jane Mouton, The Leadership Grid is a behavioural model created to compare care for people to care for output. Concern for production is plotted on the X-axis on a scale from one to nine points, and concern for people is plotted on a similar scale along the Y-axis. These are the two behavioural dimensions that make up the Leadership Grid. Five leadership philosophies were identified by the model based on where they were located on the grid. In the examples below, the first number represents a leader's concern for output, and the second number represents a leader's concern for people.

- **Impoverished (1,1)**
- **Produce or Perish (9, 1)**
- **Middle of the Road (5, 5)**
- **Country Club (1, 9)**
- **Team Management (9, 9)**

A major benefit of the Leadership Grid is ease of being able evaluate both performance and the ability to evaluate the leadership style being adopted. Care must be taken in when using the Leadership Grid as a bias self-assessment can result in a false evaluation. The model also ignores several variables, including the work environment and potential internal or external variables (Kenton and Anderson, 2022). In Emmanuel's case and in any healthcare setting, there would be a hope that there is, was and will continue to be a greater concern for people over a concern for production but this is where the issue lies. In terms of production the NHS cannot afford to have patients sat in hospitals for longer than needed. With that being said, leaders need to ensure a speedy patient turnaround without compromising care. In an Ideal world, the correct protocols through training will ensure that a 'Team Management' approach can be taken for the most part with the most complex child Sickle cell cases being led with a 'Middle of the Road' approach (Kenton and Anderson, 2022).

2.8 CATWOE

Created by Peter Checkland in the 1960s as part of the Soft Systems Methodology CATWOE is an acronym for a problem definition checklist. The acronym CATWOE stands for these components.

Customers	Who are they and how are they impacted by the problem?
Actors	Who is involved in the situation? Who will be involved in putting solutions into action? And what will impact their success?
Transformation Process	Which systems or processes are impacted by the problem?
World View	What is the big picture? And what are the problem's broader effects?
Owner	Who is responsible for the procedure or circumstance you are looking into? What part will they play in finding the answer?
Environmental Constraints	What are the limitations and restrictions that might affect the success of the solution?

SSM analyses the operations or business under consideration as a system and reduces that system to a "Root Definition." SSM functions best when the Root Definition identifies the

individuals, groups, and environments that contribute to the problem or circumstance that needs analysis.

17

Step 1 - Describe the Situation.

Define the thoughts you are having. This is merely a statement that describes the circumstance; it is not a problem statement (i.e., a comprehensive description of the problem that needs to be solved). In this instance "*No child Sickle protocols in place*" (Mind Tools Content Team, 2023).

Step 2 – CATWOE

Customers	Emmanuel.
Actors	Nurses and Doctors
Transformation Process	Child Sickle Cell protocols
World View	Lack of trust in the doctors and nurses working in the NHS
Owner	Hospital board – New child Sickle cell protocols
Environmental Constraints	Time Budget

Organisation

Customers	Hospital board
Actors	Nurses and Doctors
Transformation Process	Child Sickle Cell protocols
World View	Lack of trust in the doctors and nurses working in the NHS
Owner	Hospital board
Environmental Constraints	Time Budget

3 Recommendations and conclusion

The purpose of this report was to select the appropriate leadership style when implementing new child Sickle cell protocols and training for staff in the NHS. These changes were brought about due to the death of seven-year-old Emmanuel Akinmuyiwa at Heartlands Hospital in Birmingham on February the 11th 2013, Throughout this report examination has taken place of various leadership styles, theories and models. Through this examination it can be concluded that different situations require different leadership styles. Situational factors and subordinate compliance can all effect which type of management style may be needed. When implementing the new child Sickle cell protocols those in leadership must keep this in mind. Subordinates working within the team may resist these changes and the leadership must themselves make changes to themselves and their style to accommodate this.

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FINAL GRADE

80/100

GENERAL COMMENTS

Engagement with Literature Skills (12/15)

The gross structure (sections, subsections) of the work is suitable and informative. Think of revising these issues and of developing a 'story' where flow of ideas is a major driver. Presentation elements (figures) have been included in the submission and labelled appropriately but require more attention. UWTSD standard for Harvard referencing been applied appropriately. The list of references alphabetized and complete. SID number been included.

Knowledge and Understanding Skills (20/25)

The problem has been formulated with appropriate evidence extracted from org., publications and statistics. The problem causes and implications for health/social care have been discussed. The role of leadership in the creation/magnifying the problem has been discussed. Good to see that you used a number of theories (e.g. Rich Picture).

Cognitive and Intellectual Skills (21/25)

The case study (i.e. organisation) has been identified. The implications on the organisation been identified and strengthened with the application of theoretical concepts and/or techniques. The problem has been evidenced appropriately using adequate theoretical concepts (Root Cause analysis) and statistics, literature, etc. The leadership and its implications on the magnifying the problem been investigated.

Practical Application Skills(16/20)

The strategy is good. Leadership styles have been presented and discussed. Team development and performance discussed and made the strategy stronger by taking into account the complexity of the problem. A CATWOE and Rich Picture analysis has been developed to identify threats and risks. These risks were used to develop a risk mitigation strategy. it is important to consider a variety of theories and lenses. In addition, some other

theories/lenses i.e. Kotter's Change etc. can be useful in understanding the complexities of the situation.

Transferable Skills for Life and Professional Practice (11/15)

The submission includes a conclusion section. Excellent reflection. I am glad to see a lot of engagement and learning and most importantly connection with personal experience. I hope this will be a start in the development of a life changing plan to progress your career.

For future

Always proofread your work to avoid any typographical/grammatical and missing words.

Require more attention towards Figure labelling to ensure accuracy.

Overall, this is an outstanding submission. The above comments should help better future submissions.
Marked by F Khan

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