



The Purpose of the Assignment

- To critique and apply leadership and change theories.
- A structured piece of work using a recognized change model in practice such as PDSA (Plan, Do, Study, Act)
- Do not write descriptively think about why we do what we do and support with wider literature
- Use third person

Introduction

- **Introduce the work and discuss what will be achieved:** Leadership theories, critique and discuss theories within the essay and why they are important in healthcare.
- **Introduction to the innovation and change model and a rationale for use:** Talk about change and leadership innovation, be concise and link to chosen model such as PDSA. This will provide structure and make it easier for you. Inform us about this model and provide a comparison and rationale.
- **For example, you could compare against Kotter's model.**



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Plan (This will be one of the larger sections of your work).

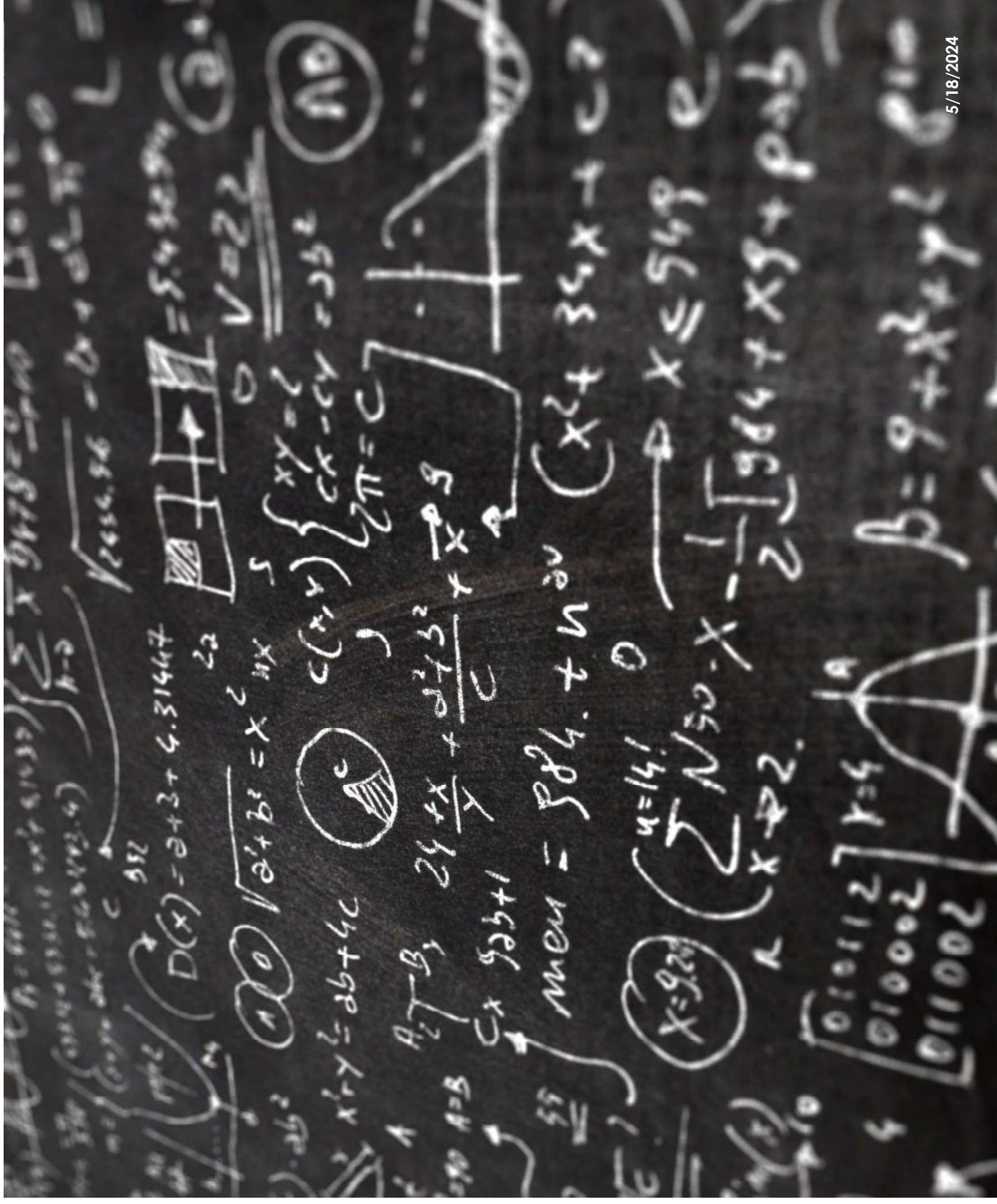
Why is the plan part of the PDSA model important and what does the literature say about it and innovation?

Stakeholders: What does the literature say about these , who are they and why get them on board as early as possible?

Stakeholder Analysis: What does the literature say about this? Do not just describe this, what are the benefits/limitations of this?

SWOT: Strengths/Weaknesses/Opportunities/Threats or

Lewins Force Field Analysis— Challenges and barriers to change



Do (Another larger section)

Why is the Do section important within the PDSA model? What does the literature say about it?

Leadership Theory: What is important? Which style goes well with change? Compare the different styles and critique with literature. How does this all link to innovation?

Communicating a Vision: What does leadership theory say about this? Look at Kings Fund, How do we communicate this vision? What are the benefits? The limitations? Create the debate and link to leadership style



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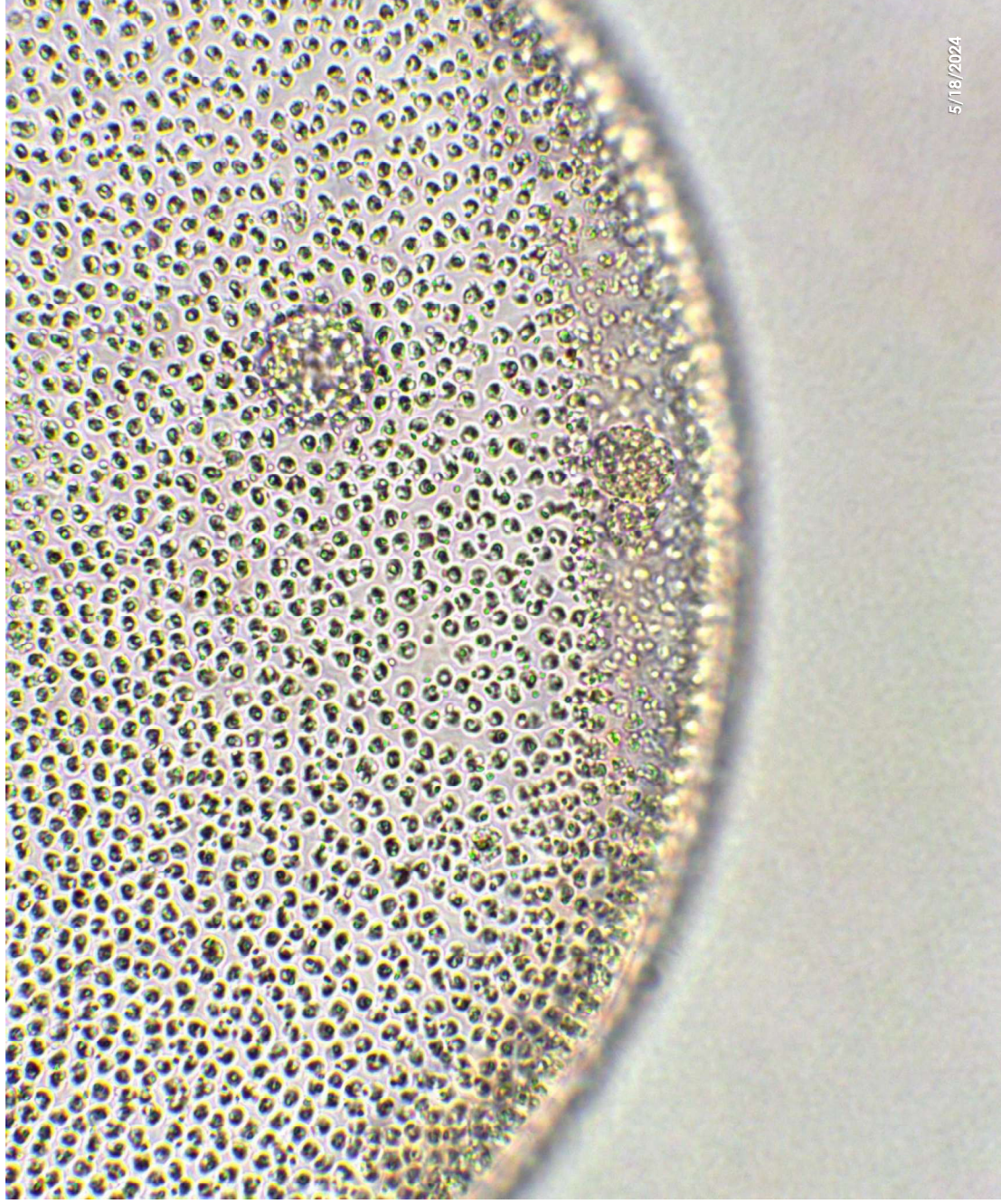
Do Continued (Larger section)

Engaging/Empowering Staff:

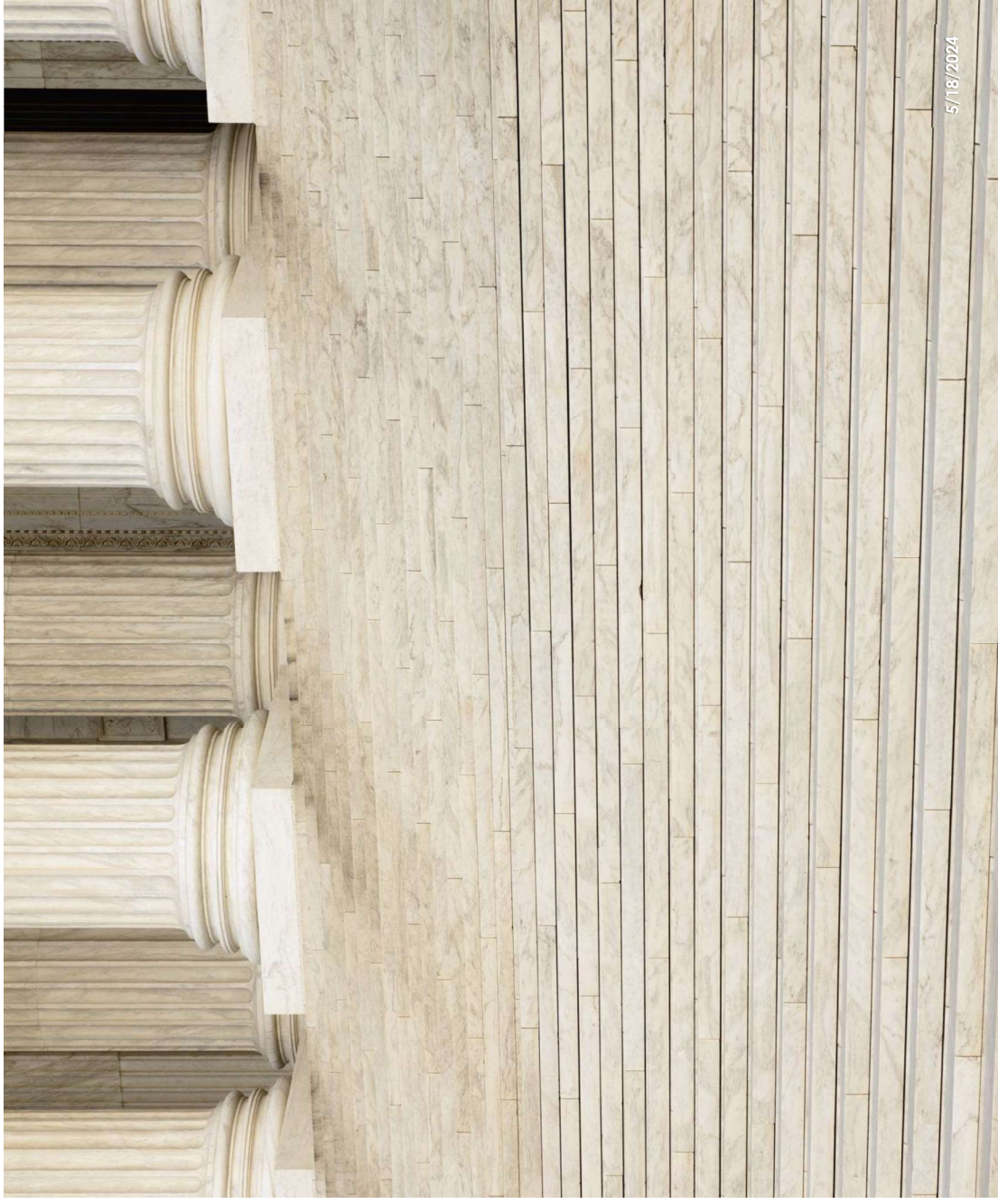
What does leadership theory say about this? Why is it important? How do we do this? Benefits/Limitations- Create the debate and link to leadership style

Short Term Wins/Gains:

What does leadership theory say about this? Why is it important? How do we do this? Link to leadership theory and create debate



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DO Continued (Larger Section)

Rogers Diffusion Curve Model:

Discuss resistance to change/how to mitigate resistance
laggards/innovators/early adopters and link to leadership theory

Why might people resist change? How might we mitigate this-talk about resistance to change

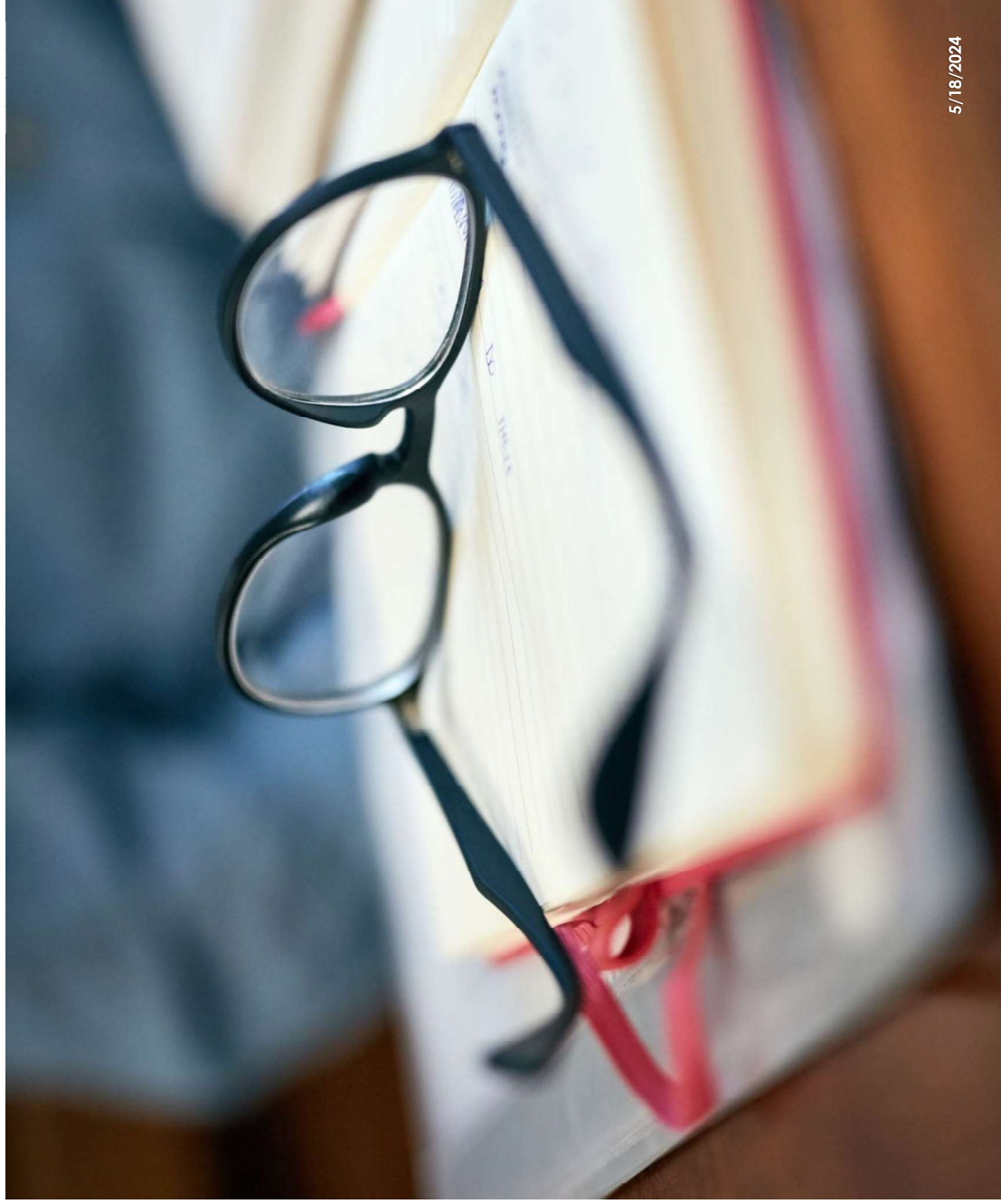
Lewin's Change Theory-Resistance to change :

Unfreeze/freeze model/how might this enhance the PDSA model/ can use against PDSA model / critique using the literature

Study (smaller section)

Why Measure? Why measure innovation/change-what does the literature say? Review and evaluate change and innovation.

Methods and how it could be achieved: think about audits/patient and carer feedback/focus groups, questionnaires etc what does the wider literature say about qualitative and quantitative data collection? Think about the most appropriate method and discuss-be critical- you can talk about feedback to stakeholders here as well as in the ACT section.

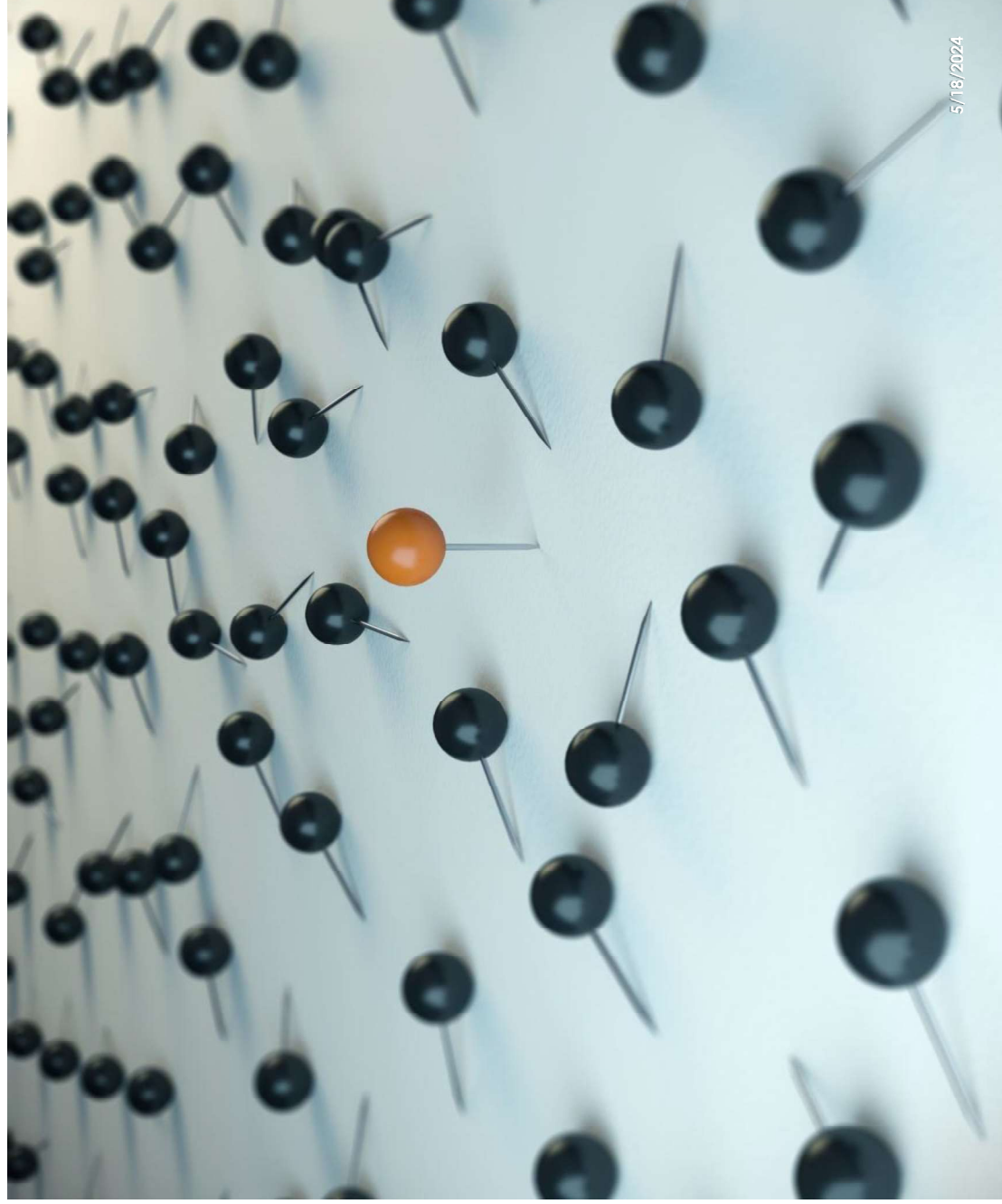


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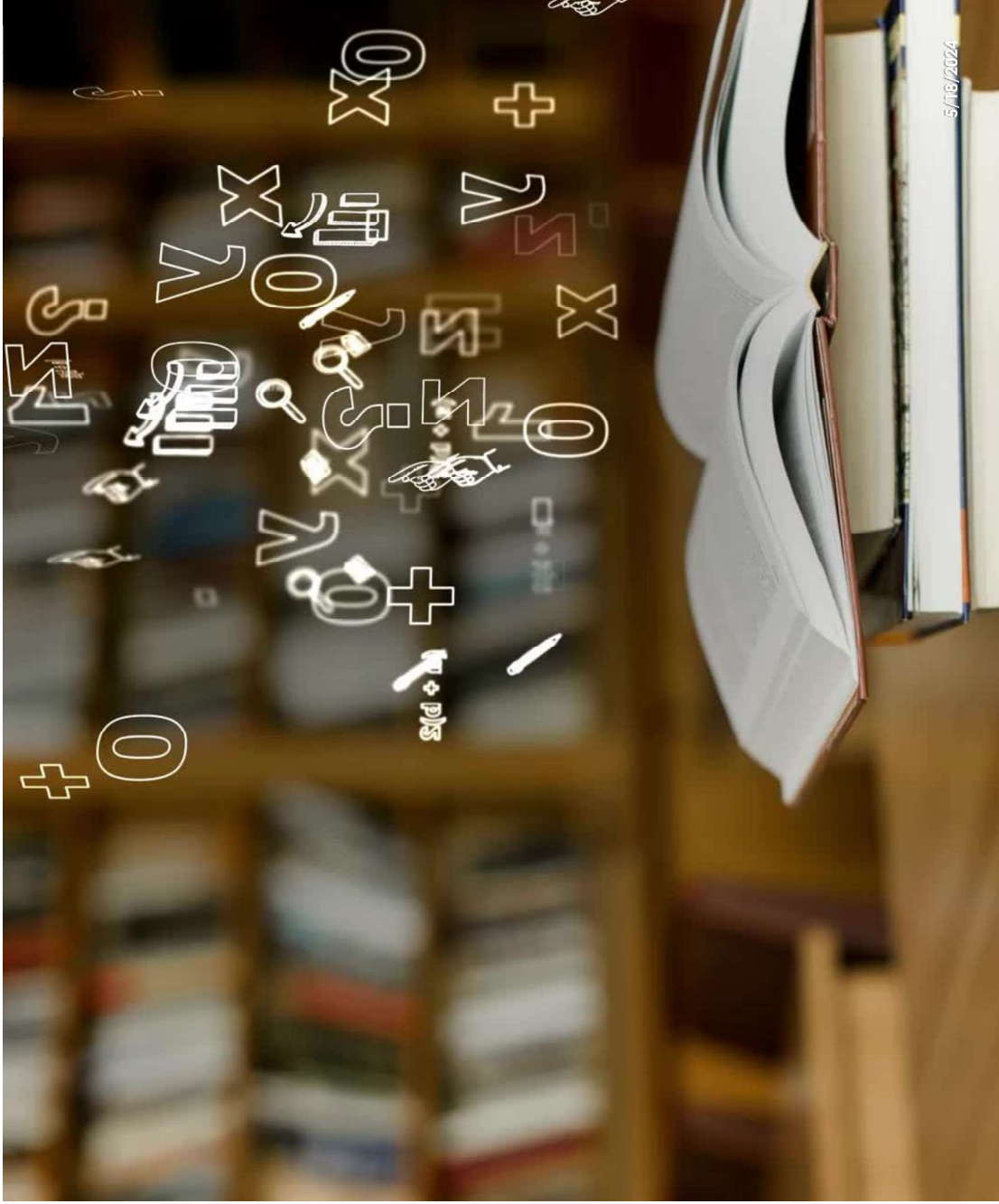
Act(Smaller Section)

What next? Think about the importance of sustainability and link to leadership –does the leader get people on board when they run the innovation or change themselves? How has the chosen leadership style that you discussed allowed this to happen?

The Importance of Sustainability: Look at the literature/ champions/ Rogers Curve/ Sustainability and feeding back to stakeholders and staff so that they feel that it is their change and they run with it-what does the literature say?



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Conclusion

Summary: summarise the key points and support with wider literature, do not include anything new here-just the key points from leadership theory and your conclusions

Remember: Do not just tell the reader what the essay has covered think about the key points from the literature and reference them.