



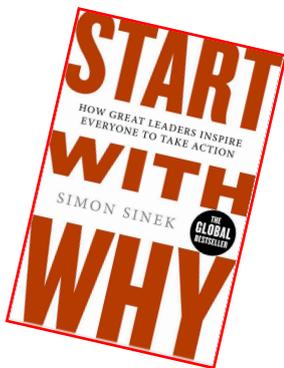
Professor Craig White

Divisional Clinical Lead
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How do you ensure that all feedback is considered in ways that supports improvement ?

How do you address the tendency to respond differently depending upon how feedback is classified – “formal complaint”, “concern”, “enquiry” ?



“The best way to reduce harm is for the NHS to embrace wholeheartedly a culture of learning.”

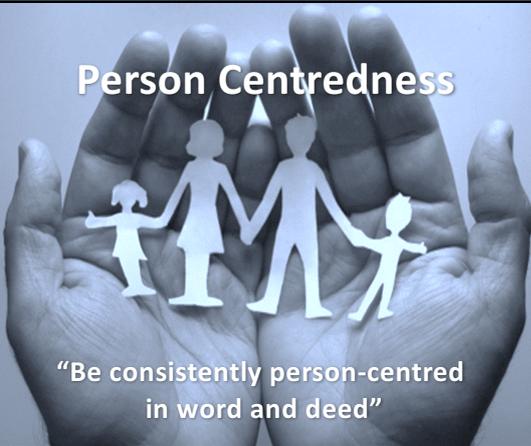
A promise to learn – a commitment to act, The National Advisory Group on the Safety of Patients in England, chaired by Don Berwick, August 2013

High Impact Leadership Behaviours

- Person Centeredness
- Front Line Engagement
- Relentless Focus
- Transparency
- Boundarilessness



Person Centredness



“Be consistently person-centred in word and deed”







Boundarilessness

“Encourage and practice systems thinking and collaboration across boundaries”



How Leaders Create a Culture of Candor



Biases that impede learning.....

Success

Action

Fitting In

Experts

Harvard
Business
Review

Methods to encourage learning..

Destigmatise failure, promote growth & use of data

Encourage thinking and reflection

Increase awareness & engage around harm

Encourage, empower & support difference experience

Harvard
Business
Review

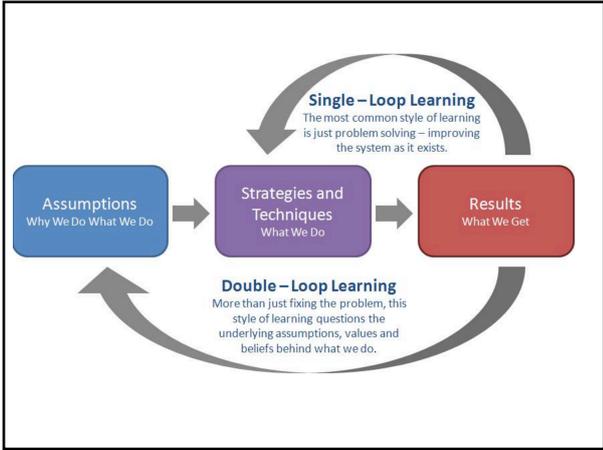
Be in unilateral control

Win and do not lose

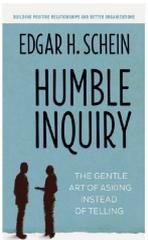
Suppress negative feelings

Behave rationally





Humble Inquiry



"If a goal of conversation is to *improve* communication and build a relationship, then telling is more risky than asking.

Asking temporarily empowers the other person and temporarily makes me vulnerable."



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