**Chapter 7 Management, leadership and change - answers**

Self assessment

Question 1 of 3 Answer C Question 2 of 3 Answer A

Question 3

Answer A

Question 4

Hygiene factors are those which individuals need to be satisfied in a job, but do not themselves lead to motivation.

Question 5

E All of the above.

Question 6

Answer D

Short answer questions

Question 1 of 5

Modern theories have proposed two types of leadership: transactional and transformational. Transactional leadership concentrates on exchanges between leaders and staff,

offering rewards for meeting particular standards in performance. Transformational

leadership highlights the importance of leaders demonstrating inspirational motivation

and concentrates on relationships [4]. In reality, practice often encompasses

elements of both – for example, performance management is still often used for

service targets, yet many people find that engaging in relationships and working with

staff can often result in deeper commitment and understanding of what is trying to be

achieved and lead to better performance..

Question 2 of 5

Emotional intelligence is the capacity for recognising our own feelings and those of others,

motivating ourselves and managing emotions well in ourselves. Leaders need to understand their followers and be able to work with their thoughts, feelings and actions. Leaders also need to be aware of themselves and their impact on those they lead, i.e. be emotionally intelligent, which is the capacity for recognising our own feelings and those of others, motivating ourselves and managing emotions well in ourselves.

Question 3 of 6

David McClelland considered the importance of matching people and job-related rewards,

recognising three different sorts of personal need:

* Need for achievement - The need to accomplish goals, excel and strive continually to do things better
* Need for power - The need to influence and lead others, and be in control of one’s environment
* Need for affiliation - The desire for close and friendly interpersonal relationships.

Understanding what matters to an individual and what needs they strive to satisfy can aid you to motivate them to achieve through creating the right kind of conditions or environment.

Question 4 of 6

In the forming stage, a leader should aim to be visible and involved, fostering relationships and offering a vision for the group. Style here can be quite directive, setting expectations and facilitating communication.

In the storming stage, communication is important – encouraging feedback and contributions and determining shared goals. Build trust by highlighting initial small wins and resolving any challenges.

In the norming stage, the team leader can step back a little and delegate or enable others to drive the project forwards: recognize and praise individual and team efforts and success; identify learning opportunities and monitor the momentum and energy of the team.

In the performing stage, the team should be functioning well, requiring less guidance and intervention. Collective decision-making and problem solving should be the norm and achievements should be noted.

In the adjourning stage, it is important to recognise, acknowledge anr celebrate successes and contributions, share ‘lessons learned’ and provide a sense of future relationships or collaborations that could be built on.

Actions for a leader are nicely summarized in the diagram at: <https://agilescrumguide.com/blog/files/tuckman-2023-update.html>.

Question 5 of 6

People are more likely to adopt an innovation:

* that provides a relative advantage compared to old ideas;
* that is compatible with the existing value system of the adopter;
* that is readily understood by the adopter (less complexity);
* that may be experienced on a limited basis (more trialability); and
* where the results of the innovation are more easily noticed by other potential adopters (observability).

Question 6 of 6

In making the case for change, what do we know about the local prevalence of obesity? What are the policy drivers for change?

What are our aims, objectives and desired outcomes? For example, to what level would we want to reduce obesity prevalence?

How can we make the necessary changes? What is our action plan and how do we make it work?

Who do we need to work with? e.g. clinicians, managers, the public, food industry, local authority, media.

How will we know we have achieved our aims? How will we monitor our outcomes? How will we embed these changes in routine practice?