

# Integrated Care Network



## *Leadership & Motivation Survey*



**September 2006**

Index of Tables

Table No. 1.....	2
Table No. 2.....	4
Table No. 3.....	4
Table No. 4.....	1
Table No. 5.....	1

## BACKGROUND

Integrated Care Network contracted with Stackpole & Associates, Inc. to conduct a leadership and motivation survey in conjunction with two leadership workshops held at the ICN Conference in London on 19 July, 2006. The theme of the conference was “Leadership in Partnership” and so the survey attempted to understand the delegates’ perceptions regarding the traditional roles of leadership within their work environments. The survey was administered during two workshops which consisted of 4-6 different work groups. The table below shows the types of work environments, and the number of respondents within each group.

Delegates included individuals from a variety of settings, and these included:

Category		Workshop 1	Workshop 2
Advisor / Consultant	AD	2	2
Health Services <sup>1</sup>	HS	22	5
Local Government	LG	20	9
Independent	IN	2	2
National Health Service <sup>2</sup>	NHS	2	0
Other	OTHER	5	0
Totals		53	18

TABLE NO. 1

Because the theme of the conference was partnership, we also asked about leadership’s success at partnering, and to what degree other organizations enjoy working with senior management. We believed these two questions would help identify how ICN members might begin improving partnering dynamics between and among related organizations.

## OBSERVATIONS

While the sample is not large, and is “opportunistic”, the results show that regarding leadership, there were substantial differences between and among groups.

- Respondents from the NHS rated most leadership variables lower than almost every other group and far lower in ‘paying attention to care users’ and ‘demonstrating leadership in partnering’.
- Local Government respondents gave senior management mid-range ratings (neither low nor high) for virtually all the leadership variables.
- Independent respondents, however, - especially in Workshop No. 2 – rated the leadership variable far higher, while the Advisor respondents rated these same variables far lower.
- Among delegates in Workshop No. 2, the Local Government respondents rated ‘partnering’ and ‘others look forward to working with our organization’ as 4.89 and 4.56, respectively, while Independent respondents rated each of these as 8.50 (where 1=“completely disagree” and 10=“completely agree”).

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<sup>1</sup> Direct service providers

<sup>2</sup> Managerial / administrative staff of the National Health service

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This finding suggests that Local Government organizations could improve their partnering leadership and how other organizations view working with them.

Regarding caregivers and/or staff, there were also substantial differences between and among groups.

- Independent delegates rate their organizations highly or very highly for giving staff the materials they need and creating personal, friendly cultures where staff have friends and good relationships with their supervisors.
- Advisor delegates rated most of the staff variables quite low, while Local Government and NHS delegates rated these same variables around the mid-point of the range, with only few exceptions.
- Local Government delegates rate staff recognition and personal relationships quite low (4.7 and 4.31, respectively) indicating a perceived need to improve these dimensions of Local Government working ethos.

## RESULTS

### WORKSHOP #1

Thinking about Senior Management	Groups (mean 1= completely disagree, 10=completely agree)					
	AD (n=2)	HS (n=22)	LG (n=20)	IN (n=2)	NHS (n=2)	OTHER (n=5)
1. Senior management in my organization demonstrate excellent leadership.	4.00	5.64	5.90	4.50	5.50	6.00
2. Senior management are as committed to care users' satisfaction as they expect care givers to be.	5.00	5.95	5.80	6.00	5.00	6.40
3. Senior management pay close attention to care givers.	5.50	5.36	5.55	6.00	5.00	5.20
4. Senior management pay close attention to care users.	6.00	5.55	5.65	4.50	3.50	5.60
5. Senior management have demonstrated outstanding leadership in partnering with other care providers.	5.00	5.14	5.70	5.00	4.00	6.00
6. Other care providers look forward working with senior management of our organization.	4.50	5.18	5.30	6.50	6.00	8.20

TABLE NO. 2

### WORKSHOP #2

Thinking about Senior Management	Groups (mean 1= completely disagree, 10=completely agree)					
	AD (n=2)	HS (n=5)	LG (n=9)	IN (n=2)	NHS (n=0)	OTHER (n=0)
1. Senior management in my organization demonstrate excellent leadership.	2.50	5.40	5.22	8.00	N/A	N/A
2. Senior management are as committed to care users' satisfaction as they expect care givers to be.	4.50	5.60	5.89	9.00	N/A	N/A
3. Senior management pay close attention to care givers.	3.50	5.40	5.33	9.00	N/A	N/A
4. Senior management pay close attention to care users.	4.50	5.20	5.44	9.50	N/A	N/A
5. Senior management have demonstrated outstanding leadership in partnering with other care providers.	5.00	5.20	4.89	8.50	N/A	N/A
6. Other care providers look forward working with senior management of our organization.	5.00	5.40	4.56	8.50	N/A	N/A

TABLE NO. 3

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**WORKSHOP #1**

Thinking about the Care Givers – Staff	Groups (mean 1= completely disagree, 10=completely agree)					
	AD (n=2)	HS (n=22)	LG (n=20)	IN (n=2)	NHS (n=2)	OTHER (n=5)
1. Staff in my organization are absolutely motivated, 110+%.	6.00	5.27	5.65	5.00	4.50	5.60
2. Staff are completely clear about what's expected of them.	4.00	5.64	5.70	5.00	4.50	5.80
3. Staff have all the materials & resources they need to perform at an outstanding level.	3.50	5.00	4.40	7.50*	5.00	5.20
4. Staff regularly receive personalized recognition.	4.50	4.95	5.70	5.00	5.00	5.80
5. Staff have best friends at work.	6.50	5.10	5.42	8.50	5.50	6.80
6. Staff have personal relationships with their immediate supervisors.	6.50	5.09	4.84	8.00	5.00	6.60
7. Staff are routinely rewarded for providing excellent service.	4.50	4.41	4.60	4.00	6.00	5.80
8. Staff have ample opportunities for professional growth.	6.50	5.43	5.90	4.50	6.00	5.60

TABLE NO. 4

**WORKSHOP #2**

Thinking about the Care Givers – Staff	Groups (mean 1= completely disagree, 10=completely agree)					
	AD (n=2)	HS (n=5)	LG (n=9)	IN (n=2)	NHS (n=0)	OTHER (n=0)
1. Staff in my organization are absolutely motivated, 110+%.	2.50	5.40	4.94	8.50	N/A	N/A
2. Staff are completely clear about what's expected of them.	3.00	5.60	4.94	7.50	N/A	N/A
3. Staff have the all the materials & resources they need to perform at an outstanding level.	3.00	4.60	4.22	7.00	N/A	N/A
4. Staff regularly receive personalized recognition.	3.00	6.00	4.00	6.50	N/A	N/A
5. Staff have best friends at work.	5.50	5.00	4.56	8.00	N/A	N/A
6. Staff have personal relationships with their immediate supervisors.	3.00	3.80	3.78	6.00	N/A	N/A
7. Staff are routinely rewarded for providing excellent service.	2.00	5.20	4.25	6.00	N/A	N/A
8. Staff have ample opportunities for professional growth.	3.00	5.60	5.44	6.00	N/A	N/A

TABLE NO. 5

**Comments by Respondents**

- NHS is going through enormous changes and continues to work in old fashioned ways with no budgets to spend on development
- This is based on working across the health community (i.e. cancer network)
- Variation across the organization - some are excellent, most are not.

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