

# Leadership

Sally-Ann Spencer Grey

I am a people leader, and this is my personal take on leadership.

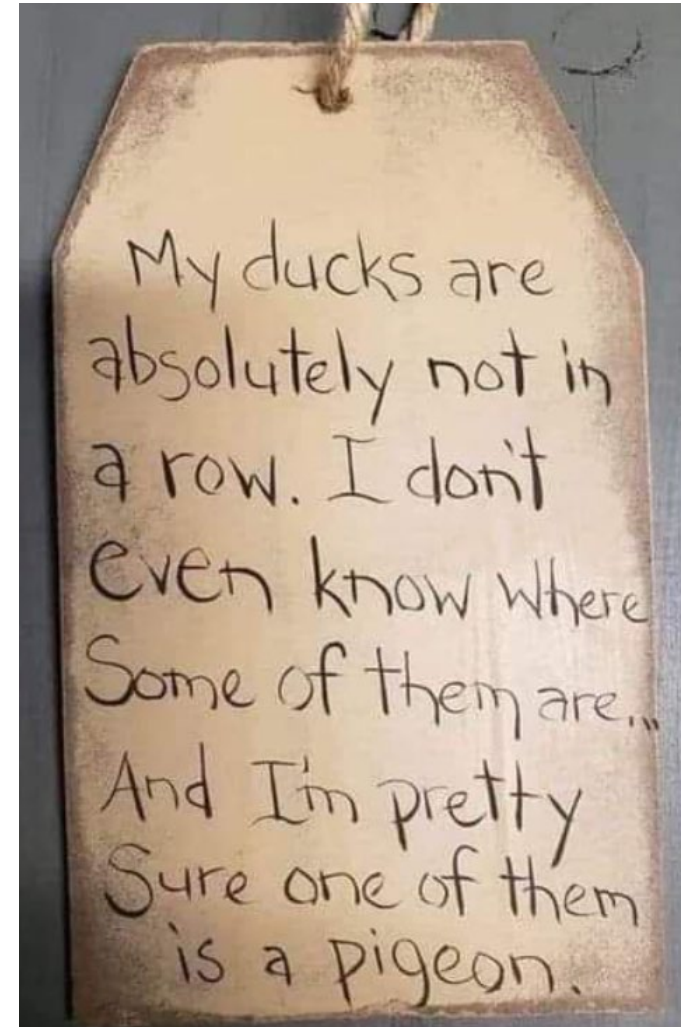


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# Leadership To Me

- Leadership is not an 'I' it's about developing an 'us', a team, a collaboration, a community
- Leadership qualities, values and skills are a part of you, you don't switch them on and off
- Leadership is not a paperwork exercise, leadership is demonstrated in real life, and authentic leadership is being true to yourself and not trying to be something you are not – we're human not perfect.



# A Good Leader

- In a designated leadership role ‘the buck’ will stop with you, but that doesn’t mean you are unsupported or isolated in that role, unless you choose to be
- A good leader is a person who takes more than their share of the blame, and less than their share of the credit (amended JC Maxwell quote)



# Women Leaders

- Increase productivity, enhance collaboration, inspire organisational dedication, improve fairness and can change the language used.
- Still significant gender imbalance with more men in senior leadership roles (male privilege) and this is even more of an issue for ethnic minority women.
- Women experience more bias because of their gender, ethnicity, sexual orientation, disability, or other aspects of their identity, compared to men.
- Women also experience less psychological safety than men

# My top leadership traits, not in any significant order, as all equally valued:

- Team-first mentality
- Elevate others
- Collaborate don't control
- Lead by example
- Be aware of your limitations
- Maintain strong relationships
- Place value on effective communication
- Cultivate high emotional intelligence
- Be a dreamer

# Just one more thing

Don't tolerate poor leadership,  
incompetence and unfairness, challenge it.

Some things are  
better left unsaid.

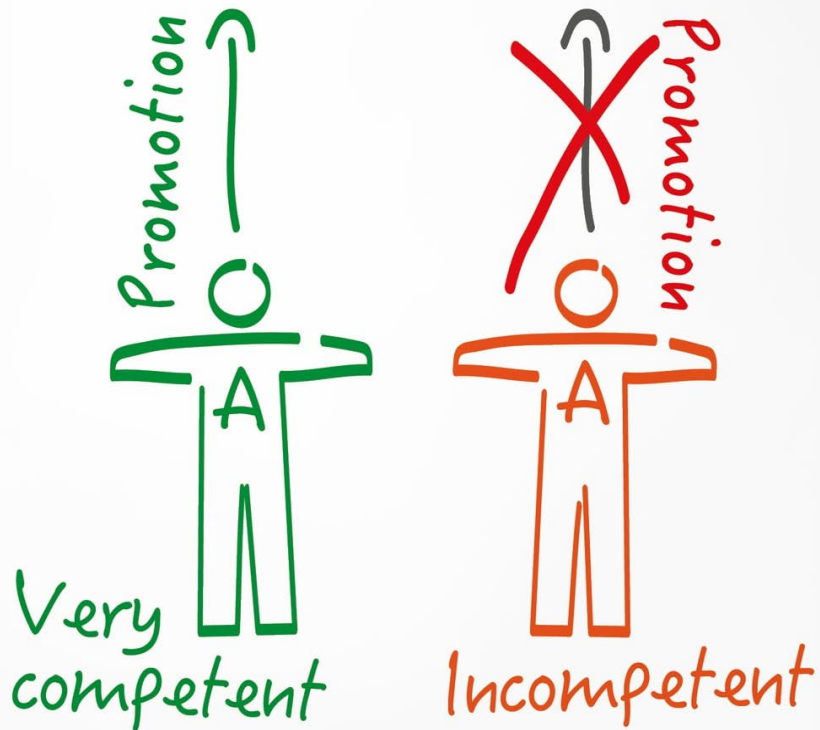
That's usually the  
stuff I blurt out  
right away.



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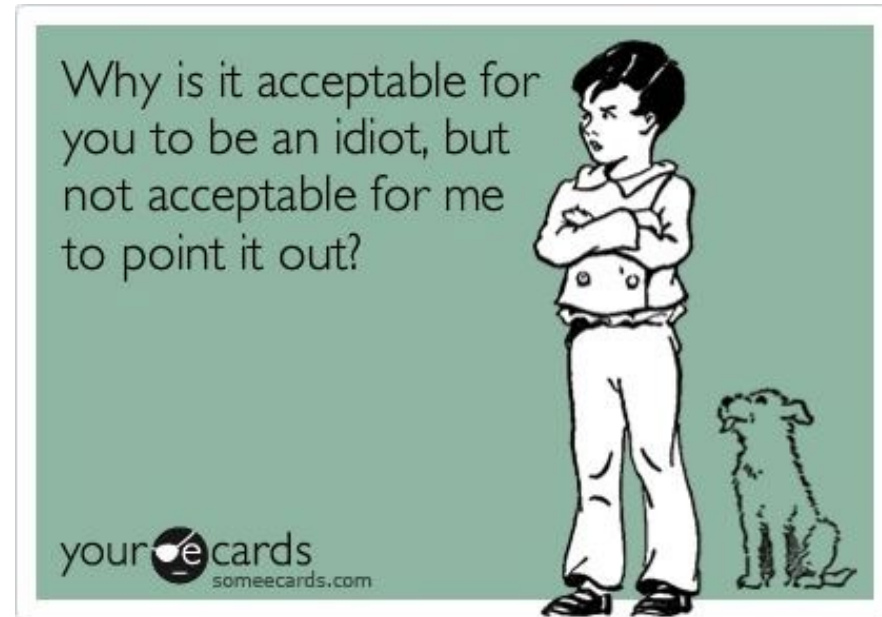
# THE PETER PRINCIPLE

Say NO! to incompetence at work



People in a hierarchy tend to rise to "a level of respective incompetence - promoted based on their success in previous jobs until they reach a level at which they are no longer competent"

There will always be poor leadership, especially if we believe in the Peter Principle - but that doesn't mean we should tolerate it



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# Leadership Without Authority

- In healthcare we teach that anyone can be a leader, any staff member or student or patient or carer, they don't need to be in a designated leadership role to lead, or the title, it is a mindset and a set of behaviours.
- Leadership is not the same as authority and if we use the premise that leadership is about helping others, then yes anyone can lead.
- If leadership is different to authority, this explains why some people in a designated leadership role may have the authority but are not leaders

# Leadership Without Authority as a Woman

“Biases accumulate and, in the aggregate, can interfere in a woman’s ability to see herself and be seen by others as a leader”

“Take ownership of your work and present yourself as a leader be confident and speak from a place of strength” – but this too can create tensions

Erica Hersh

The Harvard T.H. Chan School of Public Health

**I'm not arguing,  
I'm just explaining  
why I'm right.**



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# Thank you for Listening

I am Sally-Ann Spencer Grey and I am a people leader

“The time is always right to do the right thing.”

Martin Luther King