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## *In conclusion*

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The NHS needs leaders who can enthuse others with high goals for what they can achieve.

Do not have too grand an idea of leadership. You do not have to be charismatic but you must care – and care deeply – about what you want to achieve. You must show that you care in what you do, because you are a model for other people's actions.

Think boldly about what you and your group, large or small, should be trying to achieve. If you call it a vision, that will encourage you to be bold. Enlist others in building that vision.

Set high standards, and exemplify them. Be positive, for positive thinking spreads. Encourage others and when you feel discouraged keep it to yourself, or better share it with a trusted counsellor.

Leadership means enlisting others as willing cooperators. To do that you must recognize their importance and show that you consider them and their work important. You must also understand why their views may differ from yours and seek to find common goals. Above all, you must inspire trust: that is a key aspect of successful leadership in the NHS because there are so many individuals and groups who may be suspicious of you and your intentions.

A good leader should also be an effective manager. You will not be effective unless you are able to understand and manage yourself and your job.

You have to be willing to pay the price of leadership: hard work, pressures, becoming tougher, handling the conflict – particularly in yourself, if you are clinically trained, between professional and managerial objectives – discouragement and loneliness. However, the price brings rewards, as you saw in the Case Studies in Part III, above all the feeling that you have made a difference. I hope that you will want to pay the price – or, if you are already doing so, that you have found some ideas and suggestions in this book to help you to lead even better.