Bournemouth University

Leading Well

A resource for Healthcare Leaders



By Dr Deborah Taylor, Dr Vincent Marmion,
Dr Parisa Gilani and healthcare leaders

The British Academy EARLY CAREER RESEARCHER NETWORK

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Leading Well

Welcome to **Leading Well**, a healthcare leadership scenarios resource.

Developed in collaboration with leaders from across healthcare, this resource explores some of the most common leadership situations encountered in everyday practice. We have deliberately used characters rather than people, job titles or professions, to move the focus away from *who* is leading and onto *what* leadership looks like in practice.

Across the scenarios, you'll notice two broad leadership stages. The first reflects early leadership, when you are still learning how leadership works (and sometimes doesn't). The second explores the transition from operational to strategic leadership — a step we believe is one of the hardest to make, particularly when it involves stepping back and trusting others to lead.

Each scenario is followed by a **Key Takeaway**, intended to prompt reflection rather than provide definitive answers. At the back of the booklet, we've also included further resources for those who would like to explore particular themes in more depth.

We would really welcome your feedback - which scenarios resonate most with you, and what leadership situations you would like to see explored in the future. Please send any feedback to **dtaylor@bournemouth.ac.uk**.

Thank you to the British Academy Early Career Researcher Network (BA ECRN) Seed Fund which allowed us to develop these characters and scenarios.

We've loved putting these scenarios together and hope you enjoy reading **Leading Well**.

Best wishes

Deb, Parisa and Vincent

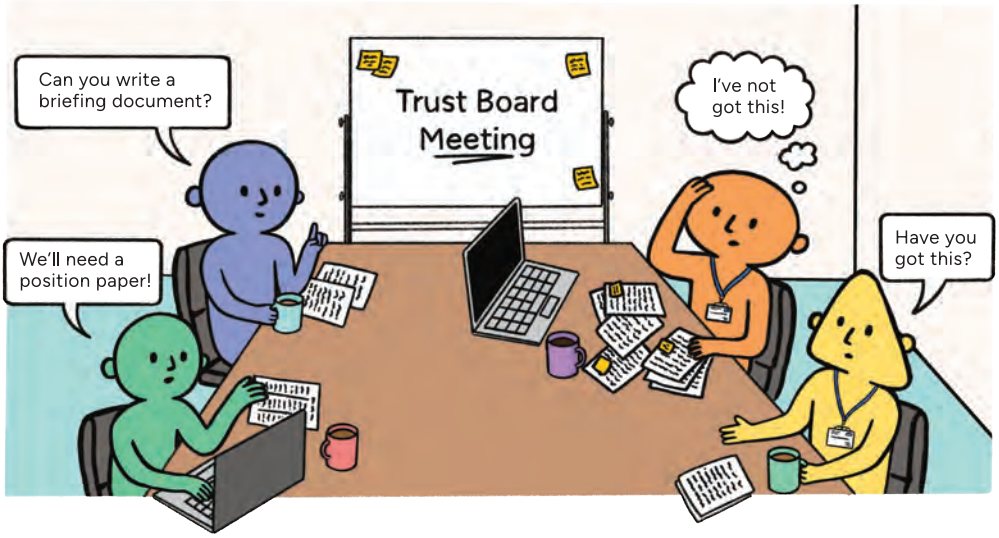
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Dr Parisa Gilani

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#1. Unconscious Incompetence



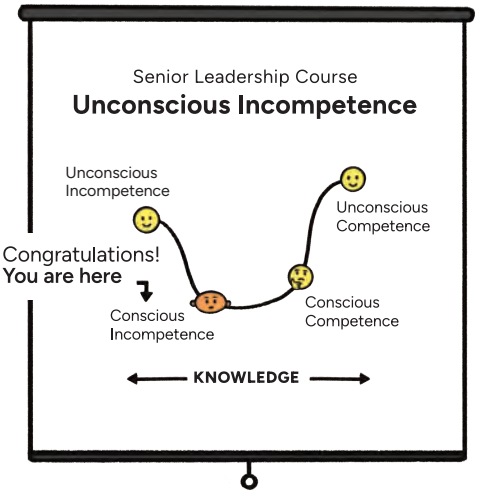












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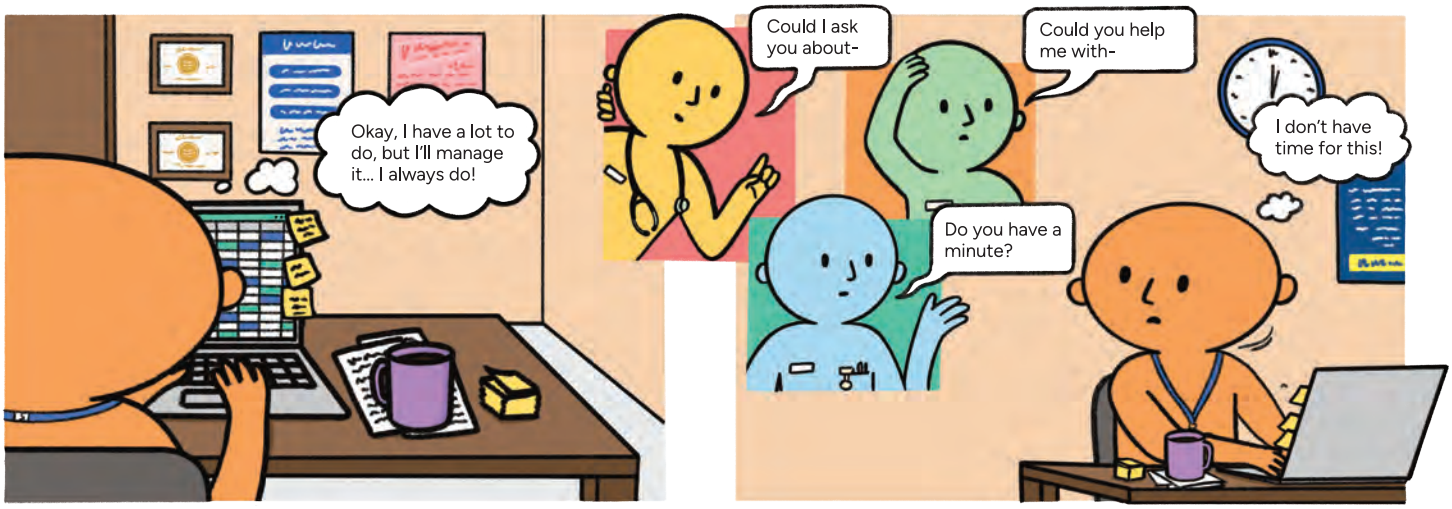
Key takeaway: Leadership is a continual journey. Recognising strengths and limits is the first step to growth.

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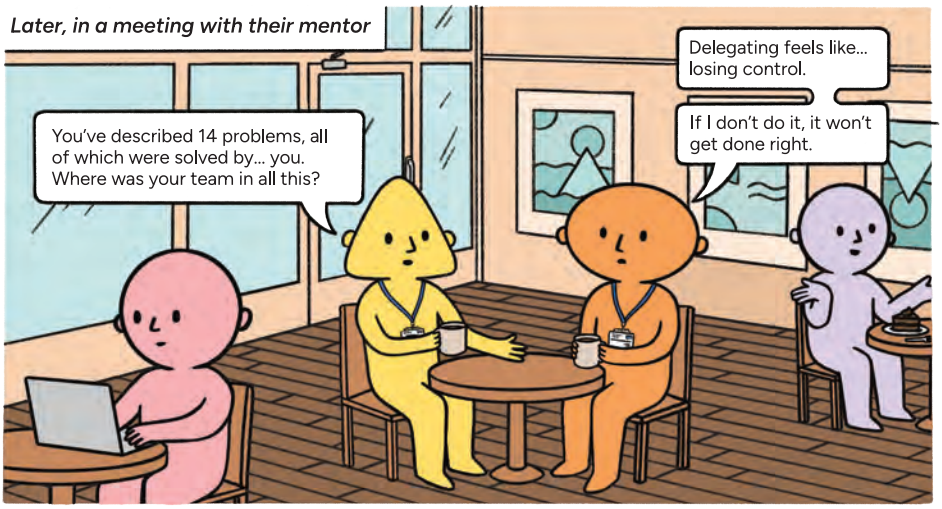
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#2. The Art of Delegation

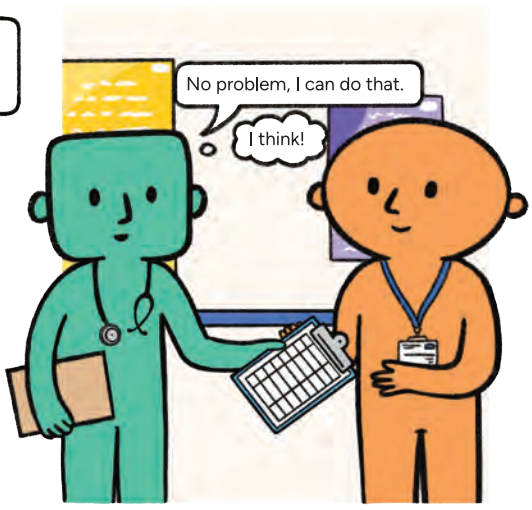












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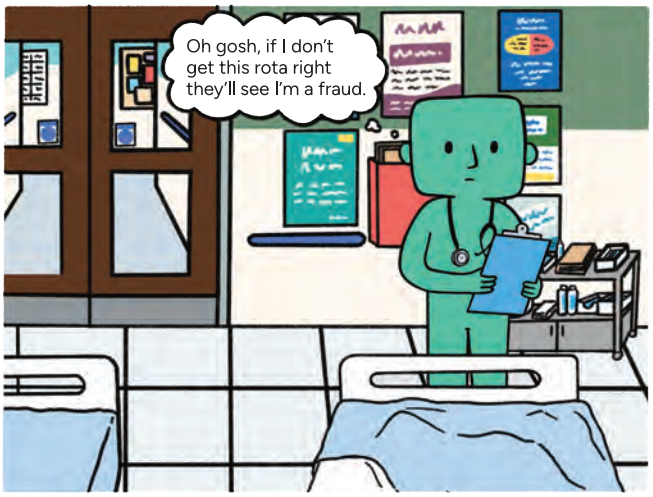
Key takeaway: Delegation isn't losing control — it's trusting others and creating space to lead strategically.

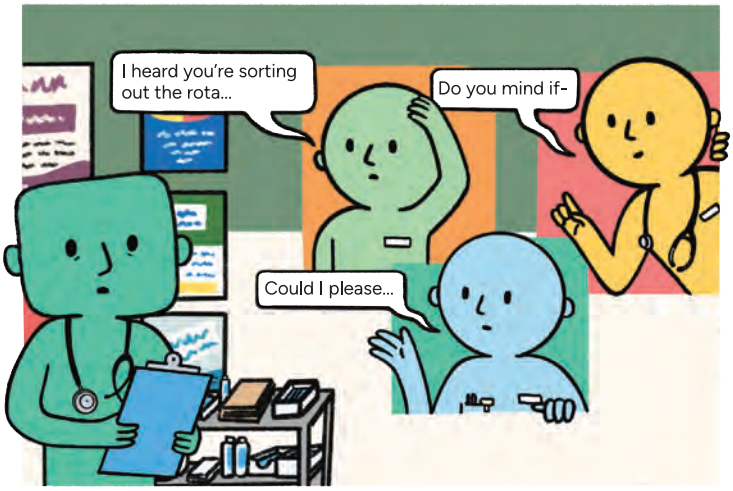
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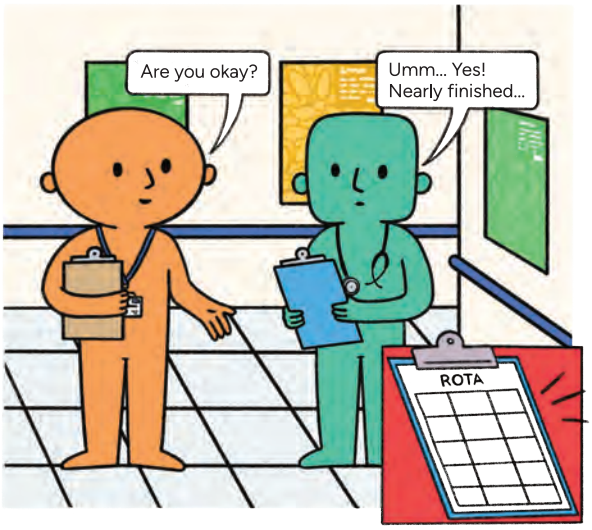
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#3. Feel the Fear

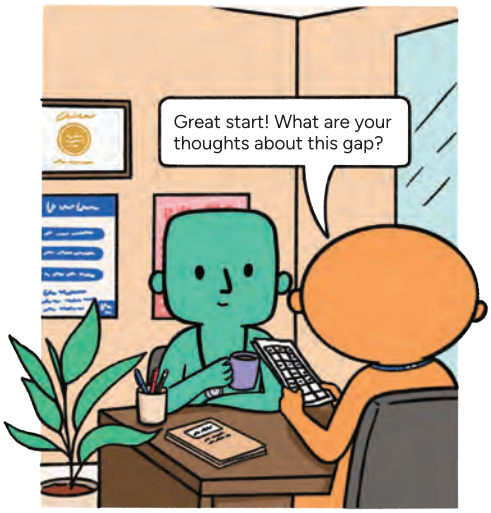


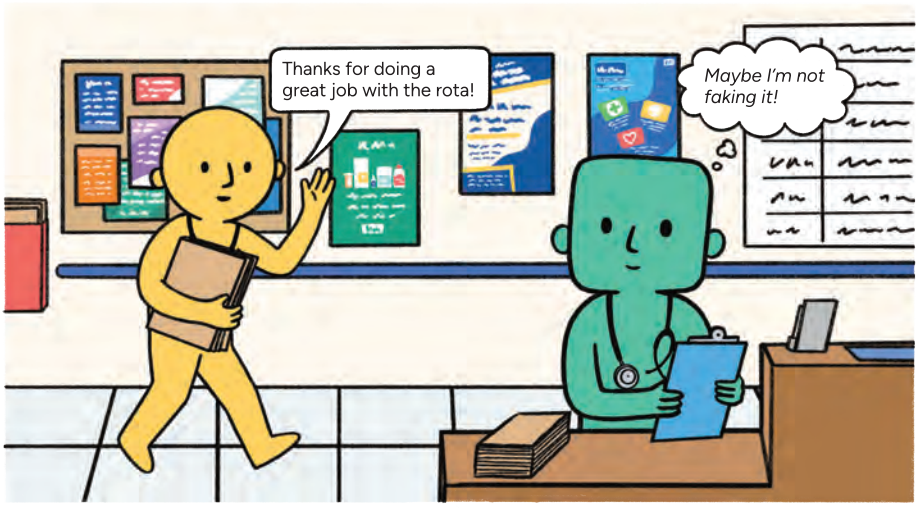












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Key takeaway: Imposter feelings often fade when you focus on the work, not the worry. Comptence grows in the doing, not the doubting.

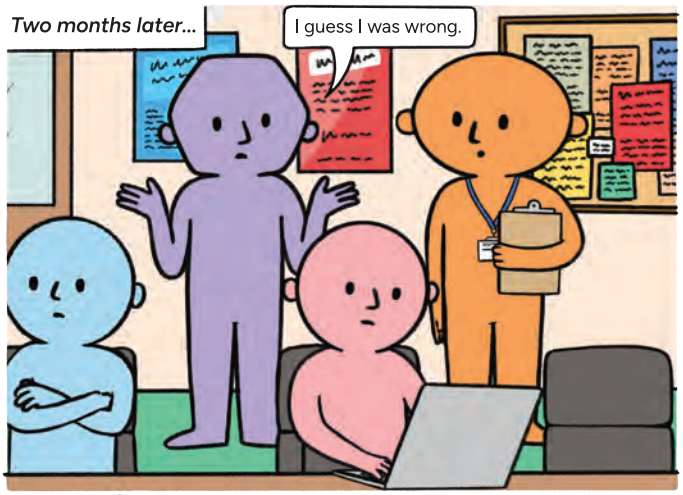
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#4. The Focus Shift

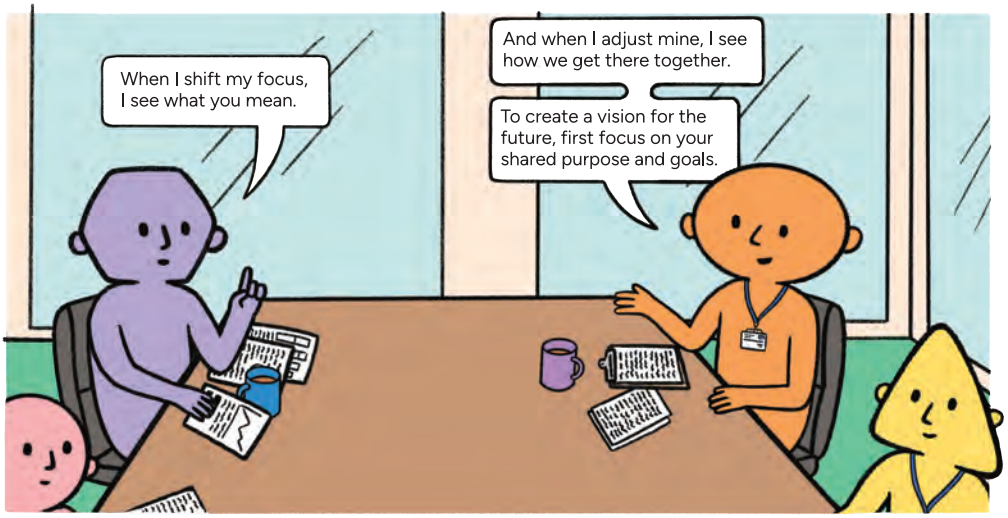












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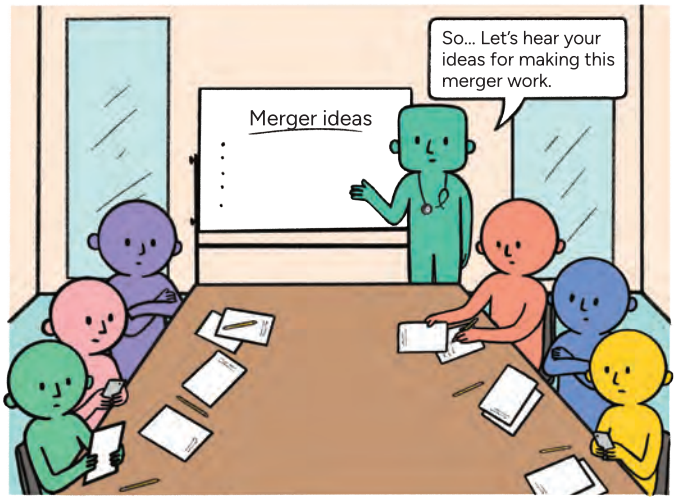
Key takeaway: Vision in a merger comes from shifting perspective and creating a shared picture — not one side winning.

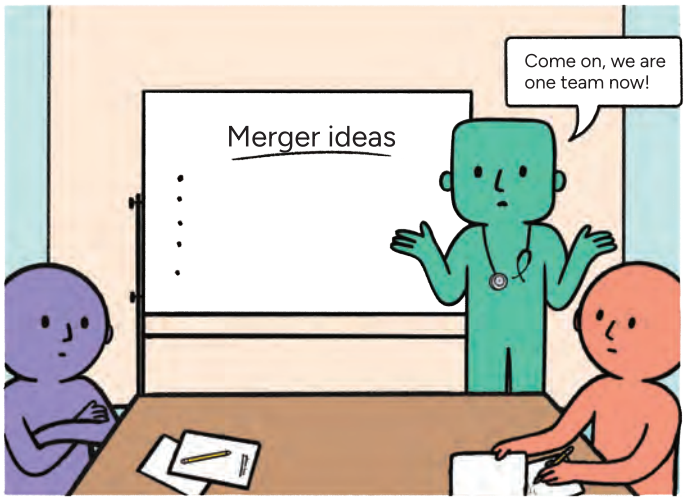
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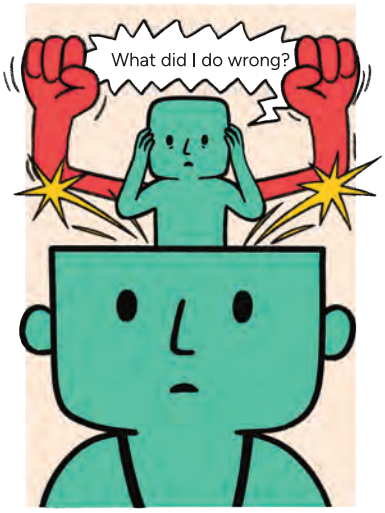
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#5. Safe to Share





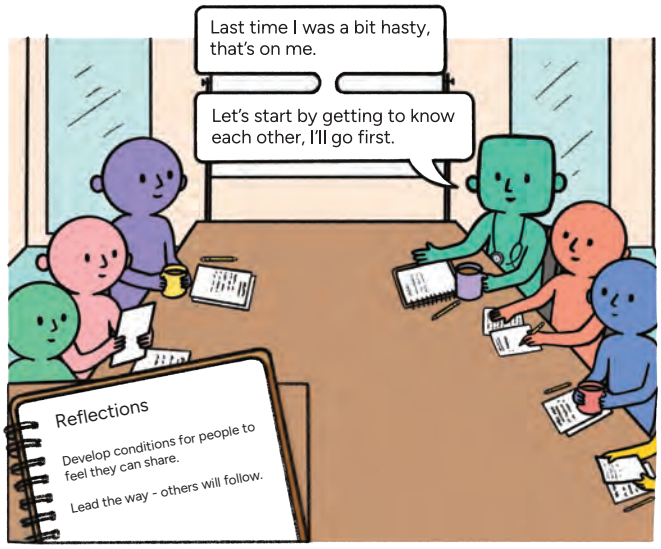












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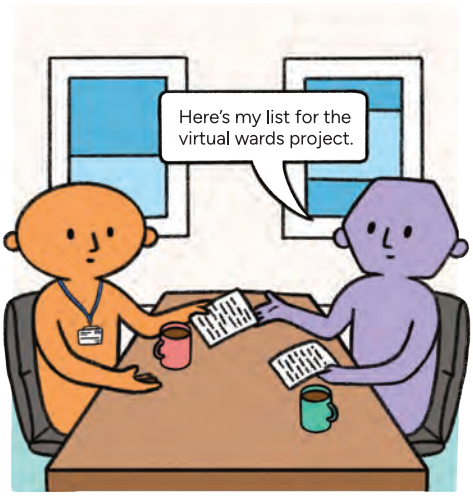
Key takeaway: Psychological safety isn't instant. It develops when leaders create space for people to speak honestly and be heard without judgement.

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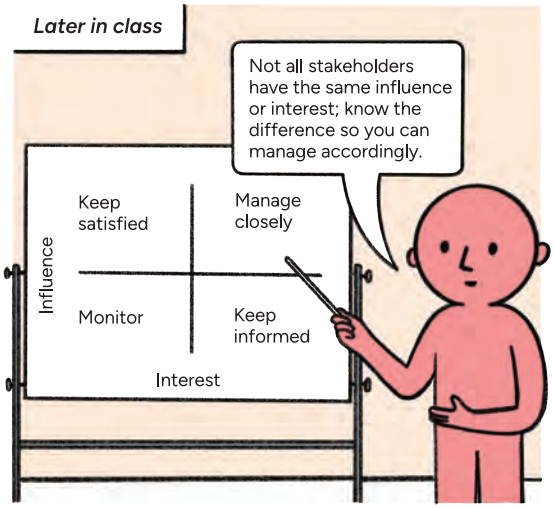
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#6. Critical Connections



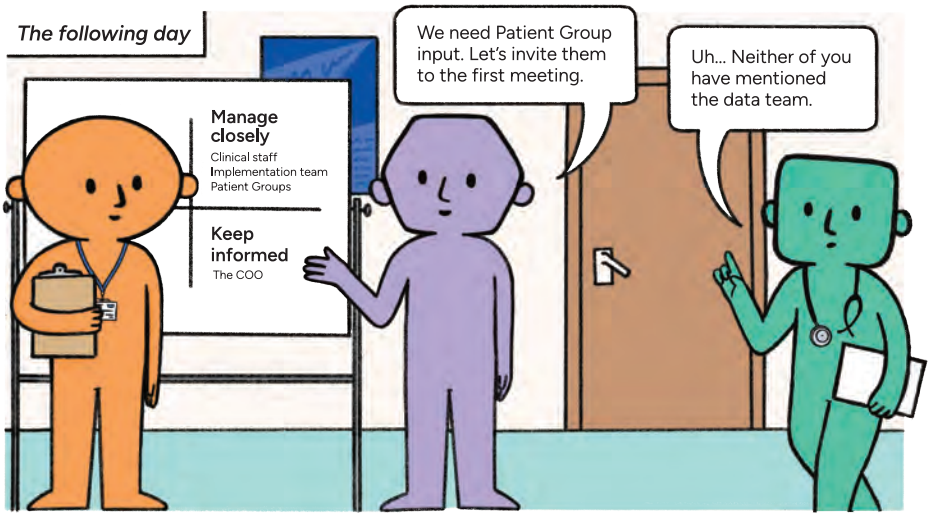














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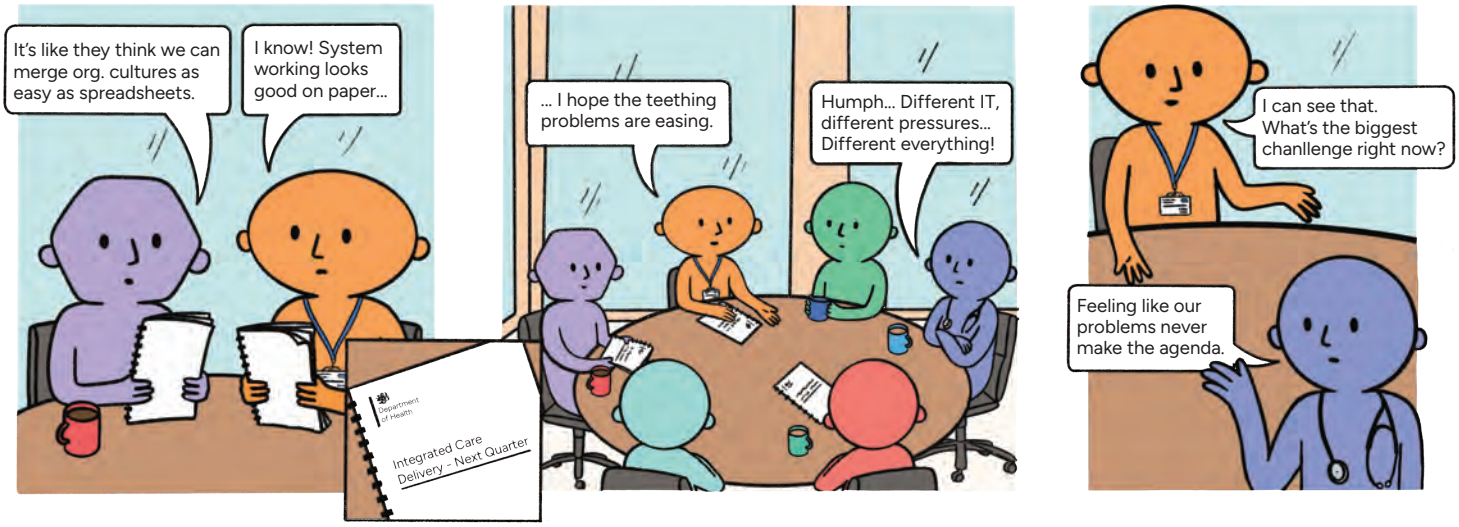
Key takeaway: Systems leadership means spotting the stakeholders whose influence can make or break success.

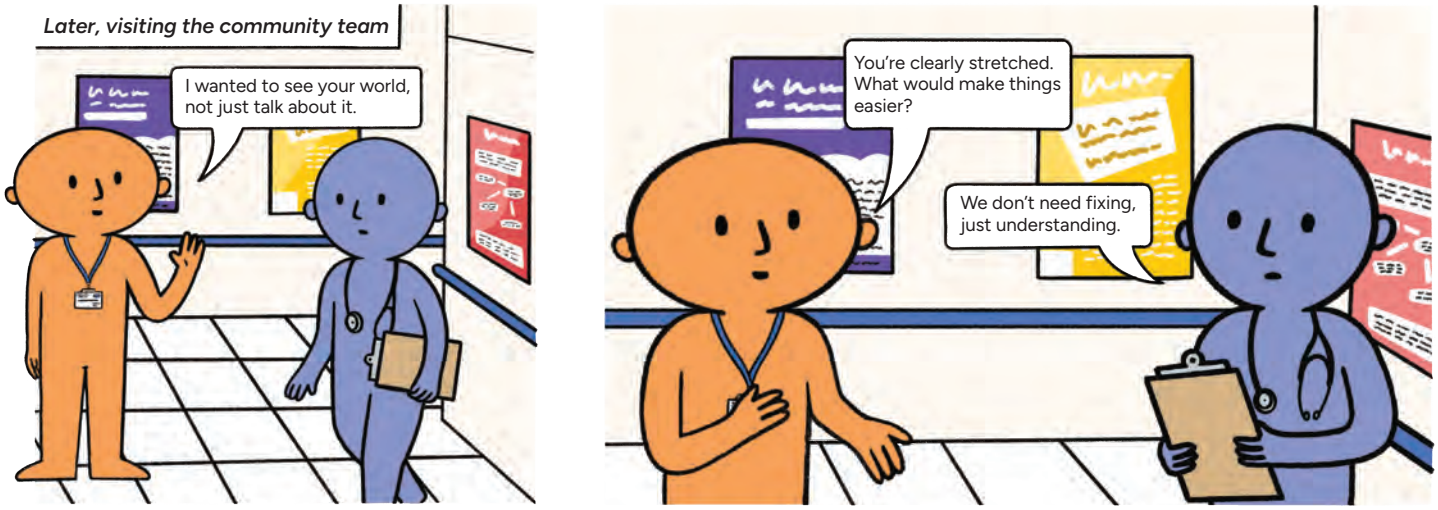
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#7. Pressure Points







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Key takeaway: Systems work when leaders balance pressures across boundaries, using emotional intelligence to build connection..

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#8. Vitals and Variables



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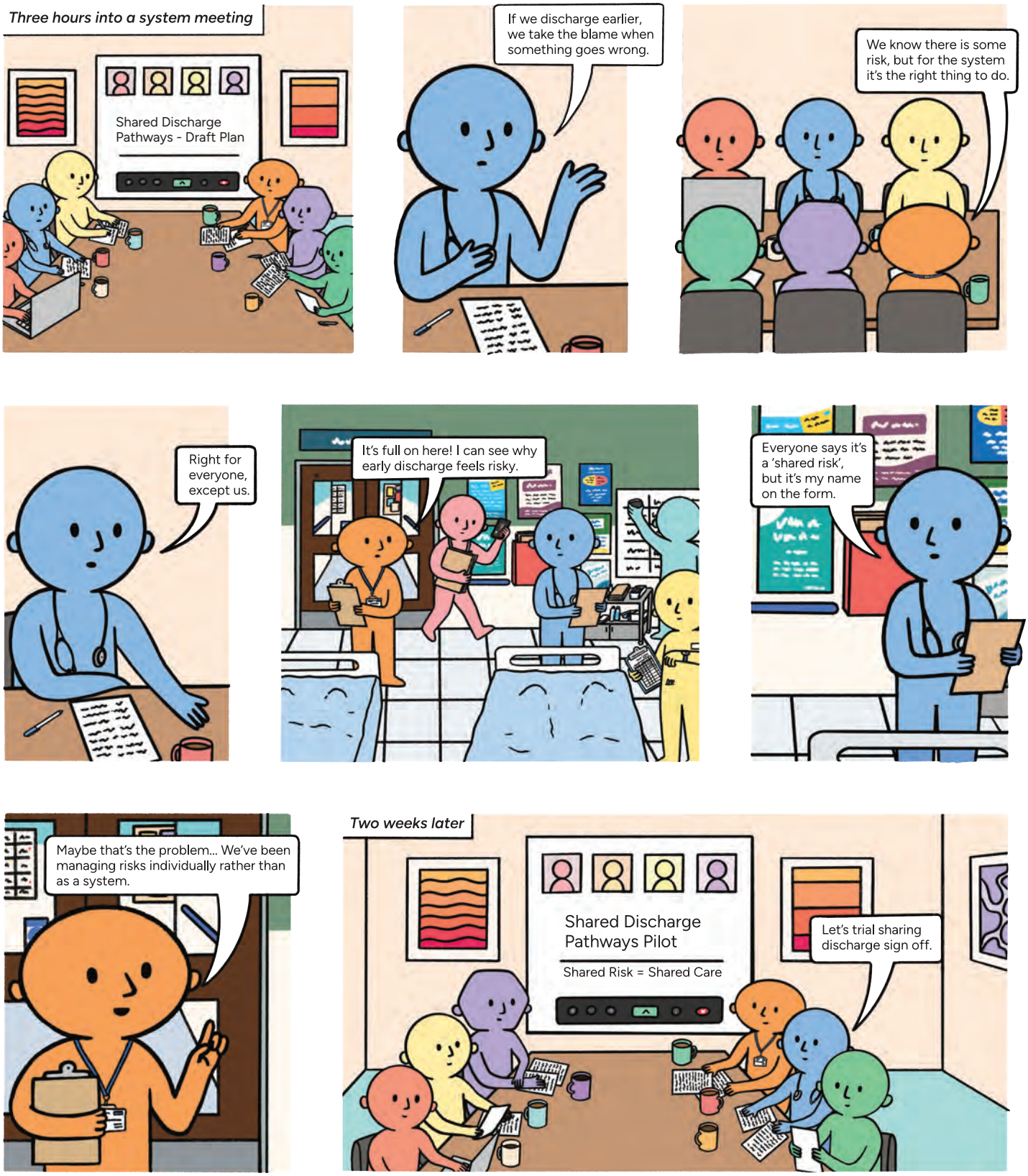
Key takeaway: Leadership in the digital age means learning with data, not fearing it. Growth mindset turns information into insight.

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#9. Chain Reaction



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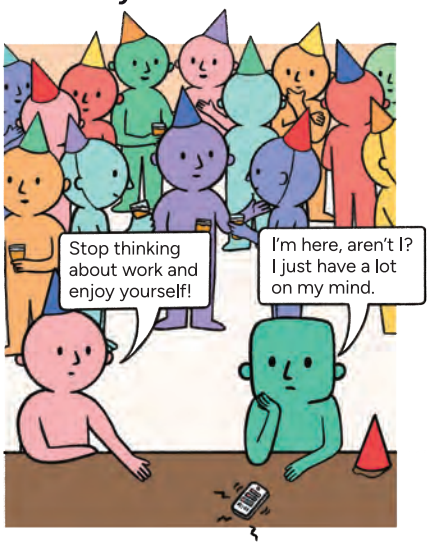
Key takeaway: System leadership isn't about avoiding risk — it's about understanding it and carrying it together.

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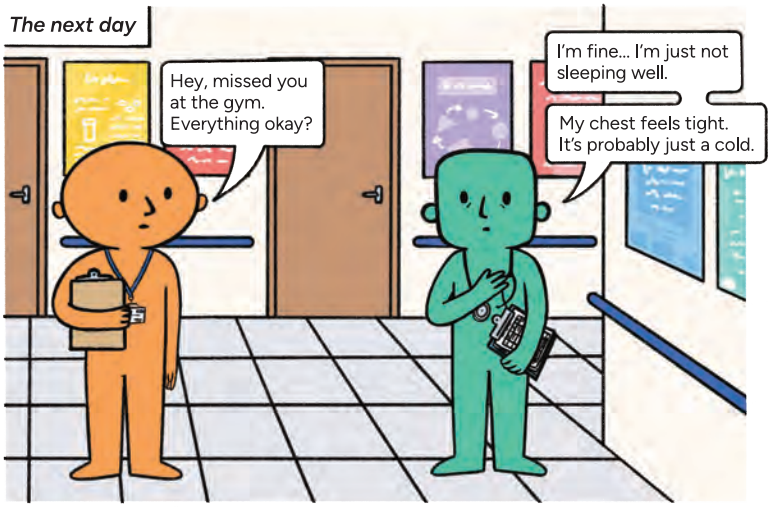
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#10. Mind Matters

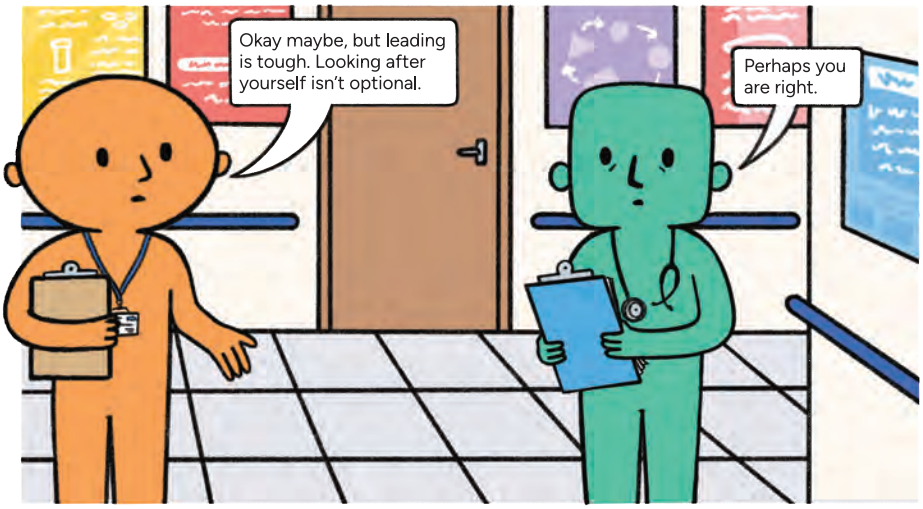


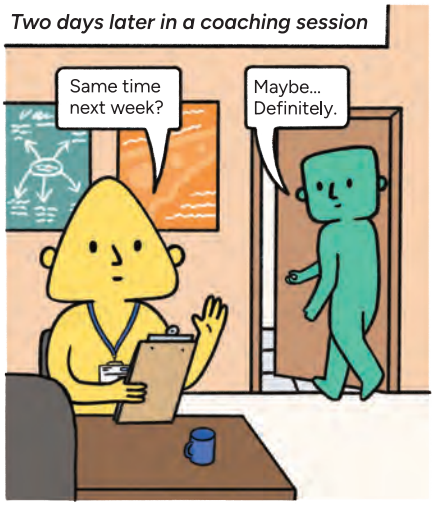












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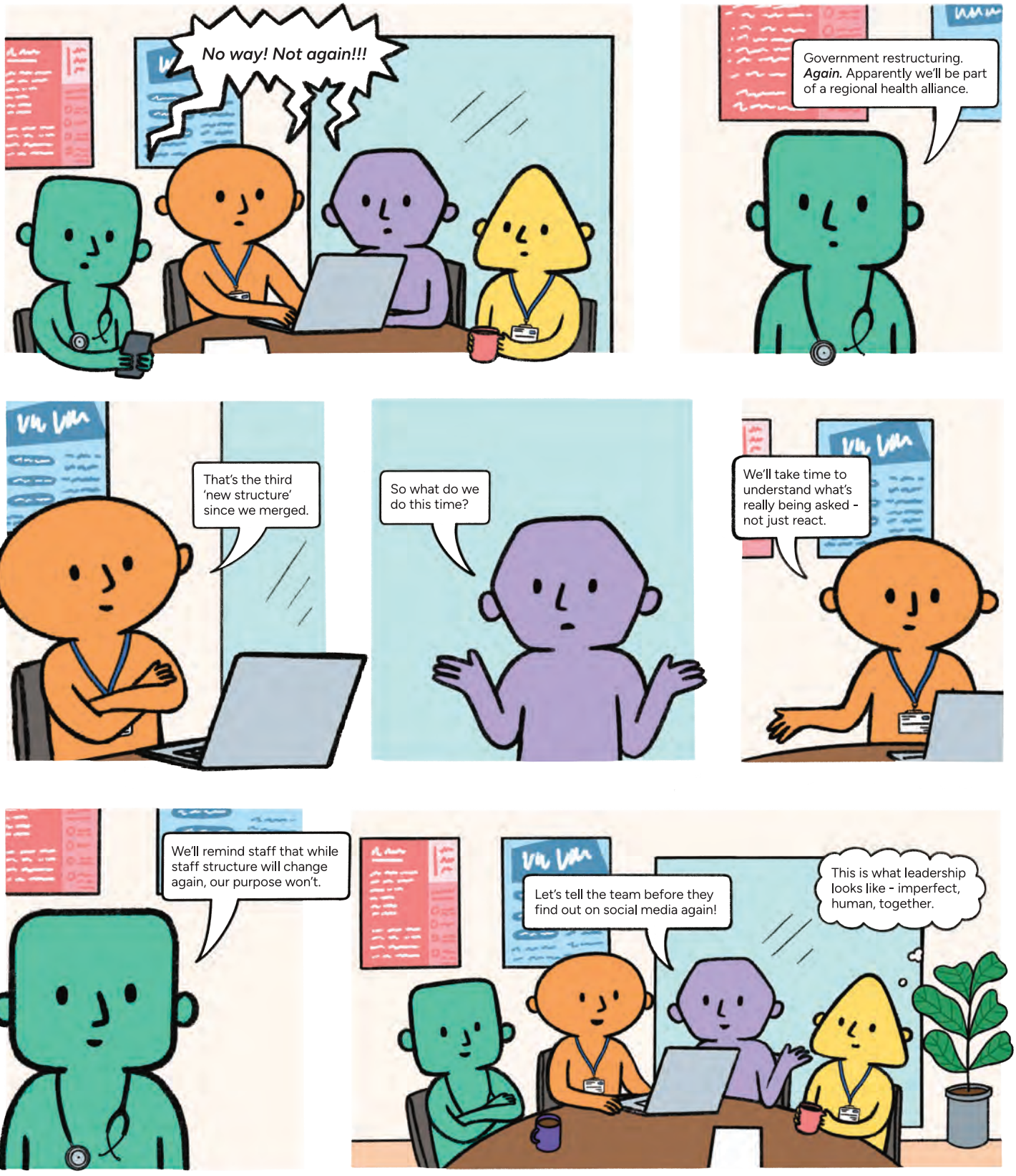
Key takeaway: Leaders are human. Seeking support — and taking responsibilty for your own wellbeing — is part of leading well.

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#11. New Orders



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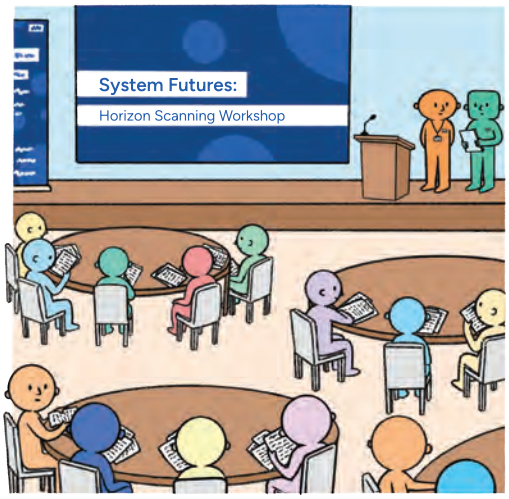
Key takeaway: When change feels endless, purpose and people are the anchors that steady leadership.

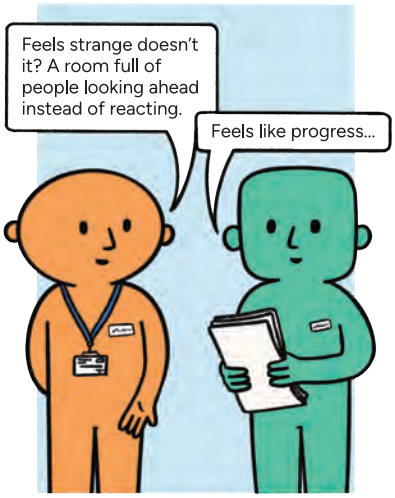
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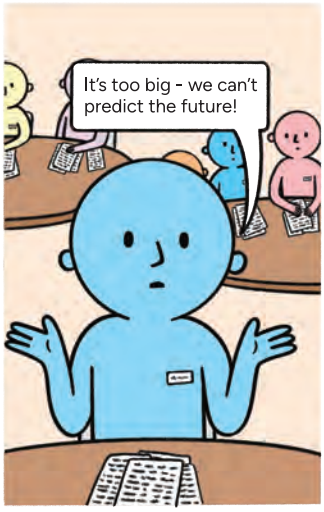
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#12. The Long View

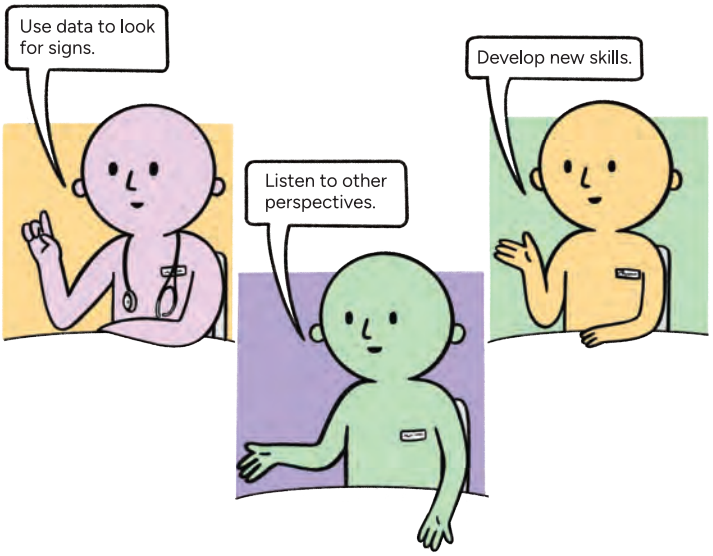


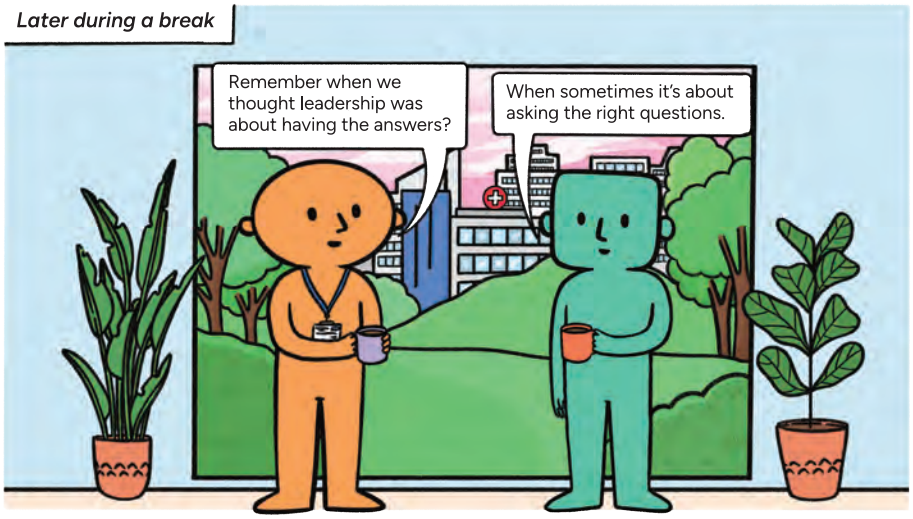














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Key takeaway: Looking ahead isn't about certainty — it's about building collective capacity for whatever comes next.

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Leading Well: A resource for Healthcare Leaders

References / Sources

Many of the scenarios in this resource cover multiple topics and themes. The list below includes references to the original source of a concept and/or more general and healthcare related papers.

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