



RCSLT supporting literature and leadership evidence base

Generic leadership articles

Clemmer, Jim. (2018) How Leaders Cause Their Teams/Organizations To Sink Or Soar: Are you and your team on the bleeding or leading edge? Leadership Excellence. August 2018, Vol. 35 Issue 8, p21-22.

Cook, Bob W. (2019) Leadership Forward. International Journal of Global Business. June 2019, Vol. 12 Issue 1, p1-6.

Delk, Christy Wilson. (2019). Leadership: A Simple Situational Approach: Strategic Leadership for a practical leadership style. Leadership Excellence. May 2019, Vol. 36 Issue 5, p14-16.

Elsevier (2020). The Recent Leadership Quarterly Articles. Available at: <https://www.journals.elsevier.com/the-leadership-quarterly/recent-articles>

Hartley, J., Martin, J., & Bennington, J. (2008). Leadership in Healthcare: A review of the literature for health care professionals, managers and researchers. Available at: http://www.netscc.ac.uk/hsdr/files/project/SDO_FR_08-1601-148_V01.pdf

Harvard Business Review (2019). Reading Lists Available at: <https://hbr.org/reading-lists>

Glass, Christy., & Cook, Alison. (2018). Do women leaders promote positive change? Analyzing the effect of gender on business practices and diversity initiatives. *Human Resource Management*. July 2018, Vol. 57 Issue 4, p823-837.

Ham, C. (2014). Reforming the NHS from within: Beyond hierarchy, inspection and markets. Available at:

https://www.kingsfund.org.uk/sites/default/files/field/field_publication_file/reforming-the-nhs-from-within-kingsfund-jun14.pdf

Hulks, S., Walsh, N., Powell, M., Ham, C. & Alderwick, H. (2017). Leading across the health and care system: Lessons from experience. Available at:

https://www.kingsfund.org.uk/sites/default/files/field/field_publication_file/Leading%20across%20the%20health%20and%20care%20system.pdf

Audier, A., Daniel, C., Lovich, D., Marcil, S., & Roediger, A. (2017). The hidden potential of frontline leaders in the public sector. Available at:

https://www.bcg.com/publications/2017/social-sector-people-organization-hidden-potential-frontline-leaders-public-sector.aspx?utm_source=201709&utm_medium=Email&utm_campaign=Ealert

Nordbäck, E., Espinosa, J. Alberto. (2019). Effective Coordination of Shared Leadership in Global Virtual Teams. *Journal of Management Information Systems*. 2019, Vol. 36 Issue 1, p321-350.

Thomsa, D., & Boyle, S. (2018.) 6 Factors for Strategic Leadership. *Training*. Sept/Oct2018, Vol. 55 Issue 5, p14-15

Team Leadership

Burke, C. Shawn Shuffler, Marissa L.Wiese, Christopher W. (2017). Examining the behavioral and structural characteristics of team leadership in extreme environments. *Journal of Organizational Behavior*. July 2018, Vol. 39 Issue 6, p716-730

Gerpott, F', Lehmann-Willenbrock, N., Voelpel, S, van Vugt, M. (2019). It's Not Just What is Said, but When it's Said: A Temporal Account of Verbal Behaviors and Emergent Leadership in Self-Managed Teams. *Academy of Management Journal*. June 2019, Vol. 62 Issue 3, p717-738.

Stancampiano, J. (2019). Leadership: How To Manage Your Team's Energy: Proven strategies for creating radical outcomes. *Leadership Excellence*. February 2019, Vol. 36 Issue 2, p5-7.

Su, Amy Jen. (2019). Do You Really Trust Your Team? (And Do They Trust You?). *Harvard Business Review Digital Articles*. December 2019, p1-7.

Zhuo, J. (2019). As Your Team Gets Bigger, Your Leadership Style Has to Adapt. *Harvard Business Review Digital Articles*. March 2019, p2-6.

Organisational Culture

Alvesson, M. (2011). Organizational Culture: Meaning, Discourse, and Identity. In N. M. Ashkanasy, C. P. M., Wilderom & M. F. Peterson (Eds.), *The Handbook of Organizational Culture and Climate*. (2nd ed., pp. 11-28). London: Sage Publications Ltd.

Fajak, A. (2018). Busting the myth: How long does it really take to change your culture? [Blog post]. August 2018 Available at: <https://blog.walkingthetalk.com/busting-the-myth-how-long-does-it-really-take-to-change-your-culture>

Freifeld, L. (2013). How to build a values-based culture: The secret to building a high-performance, values-based culture: Extend trust from the middle. December 2013. Available at: <https://trainingmag.com/content/how-build-values-based-culture/>

Kouzes, J. & Posner, B. (2012). *The Leadership Challenge: How to Make Extraordinary things happen in organisations* (5th Edition). California: Jossey-Bass, 2012.

Hartmann, C. W., Meterko, M., Rosen, A. K., Zhao, S., Shokeen, P., Singer, S. & Gaba, D. M. (2009). Relationship of Hospital Organizational Culture to Patient Safety Climate in the Veterans Health Administration. *Medical Care Research and Review*, 66(3), 320-338. doi: 10.1177/1077558709331812.

Ibarra, H. (2018). Change yourself. STEP UP: Don't sit around thinking about what kind of leader you would like to be, says Herminia Ibarra -- take action. *London Business School Review*. January 2018, Vol. 29 Issue 1, p10-13.

Ionescu, V., & Bolcas, C. (2019). Leadership and Organizational Development. *Review of International Comparative Management / Revista de Management Comparat International*. December 2019, Vol. 20 Issue 5, p557-564.

Katombe, M. (2018). The Effect of Leadership on the Resistance to Change in an Organization. *OD Practitioner*. Summer 2018, Vol. 50 Issue 3, p47-55.

NHS Improvement. (2016). Culture and leadership programme: Concepts and advice. Available at: https://improvement.nhs.uk/documents/1546/01-NHS101-Evidence_030417.pdf

Northouse, P. G. (2013). Culture and Leadership. In P. G. Northouse (Ed.), *Leadership: Theory and Practice* (6th ed., pp. 287-318). London: SAGE Publications Ltd.

Mannion, R. (2008). Measuring and Assessing Organisational Culture in the NHS (OC1). Available at <http://www.netscc.ac.uk/hhdr/files/adhoc/91-revised-final-report.pdf>

Sackmann, S. A. (2011). Culture and Performance. In N. M. Ashkanasy, C. P. M.

Wilderom & M. F. Peterson (Eds.), *The Handbook of Organizational Culture and Climate*. (2nd ed., pp. 188-224). London: Sage Publications Ltd.

Schein, E. H. (1984). Coming to a New Awareness of Organizational Culture. *Sloan Management Review*, 25(2), 3-16.

Scott, T., Mannion, R., Davies, H. T. O. & Marshall, M. N. (2003). Implementing culture change in health care: Theory and practice. *International Journal for Quality in Health Care* 15(2), 111-118. doi: 10.1093/intqhc/mzg021

Seargant, J. & Laws-Chapman, C. (2012). Creating a Positive Workplace Culture. *Nursing Management* 18(9), 14-19. doi: 10.7748/nm2012.02.18.9.14.c8889

Walker, B. & Soule, S. A. (2017). Changing Company Culture Requires a Movement, Not a Mandate. June 2017 Available at:
<https://hbr.org/2017/06/changing-company-culture-requires-a-movement-not-a-mandate>

West, M. Eckert, R. et al (2014). Kings Fund: Developing Collective Leadership for Healthcare. Available at:
https://www.kingsfund.org.uk/sites/files/kf/field/field_publication_file/developing-collective-leadership-kingsfund-may14.pdf

Leadership / Change Management

Alimo-Metcalfe, B. & Alban-Metcalfe, J. (2006). More (good) leaders for the public sector. *International Journal of Public Sector Management*, 19(4), 293-315. doi: 10.1108/09513550610669167

Allio, R. J. (2009). Leadership – the five big ideas. *Strategy and Leadership* 37(2), 4-12. doi: 10.1108/10878570910941163

Alloubani, A. M., Almatari, M. & Almkhtar, M. M. (2014). Review: Effects of

Leadership Styles on Quality of Services in Healthcare. *European Scientific Journal* 10(18), 118-129.

Arslan, A. & Staub, S. (2013). Theory X and Theory Y Type Leadership Behavior and its Impact on Organizational Performance: Small Business Owners in the Sishane Lighting and Chandelier District. *Procedia – Social and Behavioural Sciences* 75, 102-111.

Avolio, B. J. (2007). Promoting more integrative strategies for leadership theory building. *American psychologist* 62(1), 25-33.

Avolio, B. J., Sivasubramaniam, N., Murry, W. D., Jung, D. & Garger, J. W. (2003). Assessing Shared Leadership. In C. L. Pearce & J. A. Conger (Eds.), *Shared Leadership: Reframing the Hows and Whys of Leadership*. (pp. 141-172). London: SAGE Publications Ltd.

Baker, G. R. & Denis, J. (2011). Medical leadership in health care systems: from professional authority to organizational leadership. *Public Money & Management*, 31(5), 355-362. doi: 10.1080/09540962.2011.598349

Bass, B. M. & Alvolio, B. J. (1993). Transformational leadership: A response to critiques. In M.M. Chemers & R. Ayman (Eds.), *Leadership theory and research: Perspectives and direction* (pp. 49–88). San Diego, CA: Academic Press.

Beal, B. (2016). All at sea with leadership styles: Command and control or engage people skills? *Human Resource Management International Digest*, 24(5), 10-12. doi: 10.1108/HRMID-04-2016-0052

Bligh, Michelle C., Kohles, Jeffrey C., Yan, Qing (2018). Leading and Learning to Change: The Role of Leadership Style and Mindset in Error Learning and Organizational Change. *Journal of Change Management*. June 2018, Vol. 18 Issue 2, p116-141.

Boak, G., Dickens, V., Newson, A. & Brown, L. (2015). Distributed leadership, team

working and service improvement in healthcare. *Leadership in Health Services*, 28(4), 332-344. doi: 10.1108/LHS-02-2015-0001

Buchanan, D. A., Addicott, R., Fitzgerald, L., Ferlie, E. & Baeza, J. I. (2007). Nobody in charge: Distributed change agency in healthcare. *Human Relations*, 60(7), 1065–1090. doi: 10.1177/0018726707081158

Campbell, D. N., Fleming, R. L. & Grote, R. C. (1985). Discipline Without Punishment – At Last. *Harvard Business Review*. Available at: <https://hbr.org/1985/07/discipline-without-punishment-at-last>

Chartered Institute of Personnel and Development. (2008). Engaging leadership: Creating organisations that maximise the potential of their people. Available at: https://engageforsuccess.org/wp-content/uploads/2015/10/Shaping-the-Future-Engaging_Leadership-Creating-Orgs-that-Maximise-the-Potential-of-their-People.pdf

Collar, M. (2013). Try Leading Collectively: Command-and-control leadership gives way to a more democratic style. January 2013. *HR Magazine*, 63.

De Brún, A., O'Donovan, R. & McAuliffe, E. (2019). Interventions to develop collectivistic leadership in healthcare settings: a systematic review. *BMC Health Services Research* 19(72), 1-22. doi: 10.1186/s12913-019-3883-x

Delbridge, R. & Keenoy, T. (2010). Beyond managerialism? *The International Journal of Human Resource Management*, 21(6), 799–817.

Delmatoff, J. & Lazarus, I. R. (2014). The Most Effective Style for the New Landscape of Healthcare. *Journal of Healthcare Management* 59(4), 245-249.

de Zulueta, P. C. (2016). Developing compassionate leadership in health care: an integrative review. *Journal of Healthcare Leadership*, 8, 1-10.

Eckert, R., West, M., Altman, D., Steward, K. & Pasmore, B. (2014). Delivering a

Collective Leadership Strategy for Health Care. Available at:

<https://www.kingsfund.org.uk/sites/default/files/media/delivering-collective-leadership-ccl-may.pdf>

Edmondson, A. C. (2003). Managing the Risk of Learning: Psychological Safety in Work Teams. In M. A. West, D. Tjosvold & K. G. Smith (Eds.), *International Handbook of Organisational Teamwork and Cooperative Working*. (pp. 255-275). West Sussex: John Wiley & Sons Ltd.

Evans, S. & Tourish, D. (2017). Agency theory and performance appraisal: How bad theory damages learning and contributes to bad management practice. *Management Learning*, 48(3), 271-291.

Fleischer, J. (2006). Command vs. Control In Call Center Leadership. *Call Centre Magazine*, May 2006, 19(5), 64.

Franco, Z. E., Blau, K. & Zimbardo, P. G. (2011). Heroism: A conceptual analysis and differentiation between heroic action and altruism. *Review of General Psychology* 15(2), 99-113.

Gratton, L. & Erickson, T. J. (2007). Eight Ways to Build Collaborative Teams. *Harvard Business Review*. November 2007. Available at: <https://hbr.org/2007/11/eight-ways-to-build-collaborative-teams>

Grint, K. (2005). Problems, problems, problems: The social construction of leadership. *Human Relations*, 58(11), 1467-1494. doi: 10.1177/0018726705061314

Hansell, V. (2018). Identifying the prevalence of influential factors on middle managers' abilities to lead organizational change within the context of community nursing and therapy services. *International Journal of Healthcare Management*. August 2018, Vol. 11 Issue 3, p225-232

Hautala, T. M. (2005). The relationship between personality and transformational

leadership. *Journal of Management Development* 25(8), 777-794. doi:
10.1108/02621710610684259

Hollander, E. P. (2009). *Inclusive Leadership: The Essential Leader-Follower Relationship*. New York: Routledge.

Hyett, E. (2003). What blocks health visitors from taking on leadership role? *Journal of Nursing Management*, 11, 229-233.

Johnson, D., Bainbridge, P. & Hazard, W. (2013). Understanding a new model of leadership. *Journal of Paramedic Practice*, 5(12), 686-690.

Jackson, S. E. (1996). The consequences of diversity in multidisciplinary work teams. In M. A. West (ed.), *Handbook of Work Group Psychology* (pp. 53–75). Chichester: Wiley.

Johnson, D., Bainbridge, P. & Hazard, W. (2013). Understanding a new model of leadership. *Journal of Paramedic Practice* 5(12), 686-690.

Joshi, A. & Jackson, S. E. (2003). Managing Workforce Diversity to Enhance Cooperation in Organizations. In M. A. West, D. Tjosvold & K. G. Smith (Eds.), *International Handbook of Organisational Teamwork and Cooperative Working*. (pp. 277-296). West Sussex: John Wiley & Sons Ltd.

Kizer, K. W. & Dudley, R. A. (2009). Extreme makeover: Transformation of the veterans' health care system. *Annual Review Public Health*, 30, 313-39. doi:
10.1146/annurev.publhealth.29.020907.090940

Kogler Hill, S. E. (2013). Team Leadership. In P. G. Northouse (Ed.), *Leadership: Theory and Practice* (6th ed., pp. 287-318). London: SAGE Publications Ltd.

Kotter, J. (2001, December). What Leaders Really Do. *Harvard Business Review*, pp. 2-11.

Kotter, J. (1996) Leading Change. Boston: Harvard Business School.

Landry, J. T. (2011, January 11). Breaking the Command-and-Control Reflex.

Harvard Business Review. (2011) Available at: <https://hbr.org/2011/01/breaking-the-command-and-contr>

Langden Fox, J. (2003). Skill Acquisition and the Development of a Team Mental Model: An Integrative Approach to Analysing Organizational Teams, Task, and Context. In M. A. West, D. Tjosvold & K. G. Smith (Eds.), International Handbook of Organisational Teamwork and Cooperative Working. (pp. 321-360). West Sussex: John Wiley & Sons Ltd.

Lewin, K. (1947). Frontiers in Group Dynamics: Concept, Method and Reality in Social Science; Social Equilibria and Social Change. Human Relations, 1(1), 5-41.

Limb, (2016). How does leadership differ from management in medicine? BMJ, 352, i631.

Mandanchian, M., Hussein, N., Noordin, F. & Taherdoost, H. (2016). The Relationship between Ethical Leadership, Leadership Effectiveness and Organisational Performance: A Review of Literature in SMEs Context. European Business & Management 2, 2, 17-21.

McGuire, E. & Kennerly, S. M. (2006). Nurse managers as transformational and transactional leaders, Nursing Economics 24(4), 179-85.

Mehta, S. & Maheshwari, G. C. (2013). Consequence of Toxic leadership on Employee Job Satisfaction and Organizational Commitment. The Journal Contemporary Management Research, 8(2), 1-23.

Ben Mulholland (2017). 8 critical change models to evolve and survive. Available at: <https://www.process.st/change-management-models/>

Padilla, A., Hogan, R. & Kaiser, R. B. (2007). The toxic triangle: Destructive leaders, susceptible followers, and conducive environments. *The Leadership Quarterly* 18, 176-194.

Pastor, J. C. & Mayo, M. M. (2007). Transformational leadership among Spanish upper echelons. The role of managerial values and goal orientation. *Leadership & Organisation Development Journal* 29(4), 340-358. doi: 10.1108/01437730810876140

Rutte, C. G. (2003). Social Loafing. In M. A. West, D. Tjosvold & K. G. Smith (Eds.), *International Handbook of Organisational Teamwork and Cooperative Working*. (pp. 361-378). West Sussex: John Wiley & Sons Ltd.

Shaughnessy, B. A., Treadway, D. C., Breland, J. W., Perrewé, P. L. (2017). Informal Leadership Status and Individual Performance: The Roles of Political Skill and Political Will. *Journal of Leadership & Organizational Studies*, 24(1) 83–94.

Rooke, D. & Torbert, W. R. (2005). Seven Transformations of Leadership. *Harvard Business Review* 83(4), 66-76.

Tamkin, P., Pearson, G., Hirsh, W. & Constable, S. (2010). *Exceeding Expectation: the principles of outstanding leadership*. Available at: https://www.cass.city.ac.uk/data/assets/pdf_file/0013/117031/ExceedingExpectationexecsumm.pdf.pdf

Timmins, N. (2015). The practice of system leadership: Being comfortable with chaos. Available at: https://www.kingsfund.org.uk/sites/default/files/field/field_publication_file/System-leadership-Kings-Fund-May-2015.pdf

Tjosvold, D., West, M. A. & Smith, K. G. (2003). *Teamwork and Cooperation:*

Fundamentals of Organizational Effectiveness. In M. A. West, D. Tjosvold & K. G. Smith (Eds.), *International Handbook of Organisational Teamwork and Cooperative Working*. (pp. 3-8). West Sussex: John Wiley & Sons Ltd.

The Greenleaf Center for Servant Leadership. (2018). *The Servant As Leader*. Available at: <https://www.greenleaf.org/what-is-servant-leadership/>

The King's Fund. (2011). *The Future of Leadership and Management in the NHS: No More Heroes*. Available at: <https://www.kingsfund.org.uk/sites/default/files/future-of-leadership-and-management-nhs-may-2011-kings-fund.pdf>

Treble, T. M., Paul, M., Hockey, P. M., Heyworth, N., Humphrey, R., Powell, T. & Clarke, N. (2015). Clinically led performance management in secondary healthcare: evaluating the attitudes of medical and non-clinical managers. *BMJ Quality Safety*, 24, 212–220.

Turnbull James, K. T. (2011). *Leadership in Context: Lessons from new leadership theory and current leadership development practice*. Available at: <https://www.kingsfund.org.uk/sites/default/files/leadership-in-context-theory-current-leadership-development-practice-kim-turnbull-james-kings-fund-may-2011.pdf>

Watters, D. A., Smith, K., Tobin, S. & Beasley, S. W. (2019). Follow the leader: Followership and its relevance for surgeons. *ANZ Journal of Surgery*, 89(5), 589-593.

West, M., Armit, K., Loewenthal, L., Eckert, R., West, T. & Lee, A. (2015). *Leadership and Leadership Development in Healthcare: The Evidence Base*. Available at: https://www.kingsfund.org.uk/sites/default/files/field/field_publication_file/leadership-leadership-development-health-care-feb-2015.pdf

West, M. & Bailey, S. (2019). Five myths of compassionate leadership.

[Blog post]. May 2019 Available at: <https://www.kingsfund.org.uk/blog/2019/05/five-myths-compassionate-leadership>

West, M., Eckert, R., Collins, B. & Chowla, R. (2017). Caring to change: How compassionate leadership can stimulate innovation in health care. Available at: https://www.kingsfund.org.uk/sites/default/files/field/field_publication_file/Caring_to_change_Kings_Fund_May_2017.pdf

West, M., Eckert, R., Steward, K. & Pasmore, B. (2014). Developing collective leadership for health care. Available at: https://www.kingsfund.org.uk/sites/default/files/field/field_publication_file/developing-collective-leadership-kingsfund-may14.pdf

West, M. A., Lyubovnikova, J., Eckert, R. & Denis, J. (2014). Collective leadership for cultures of high-quality health care. *Journal of Organizational Effectiveness: People and Performance*, 1(3), 240-260. doi: 10.1108/JOEPP-07-2014-0039

Wellbeing & Resilience

Chartered Institute of Personnel and Development. (n.d.). What is reflective practice? Available at: https://www.cipd.co.uk/Images/reflective-practice-guide_tcm18-12524.pdf

Chartered Institute of Personnel and Development. (2011). Developing resilience: An evidence-based guide for practitioners. https://www.cipd.co.uk/Images/developing-resilience_2011-evidence-based_tcm18-10079.pdf

Chartered Institute of Personnel and Development. (2019). Well-being at work. April 2019. Available at: <https://www.cipd.co.uk/knowledge/culture/well-being/factsheet>

Howard, F. (2008). Managing stress or enhancing wellbeing? Positive psychology's contributions to clinical supervision. *Australian Psychologist*, 43(2), 105-113. doi: 10.1080/00050060801978647

Koy, V., Yunibhand, J., Angsuroch, Y. & Fisher, M. L. (2015). Relationship between nursing care quality, nurse staffing, nurse job satisfaction, nurse practice environment, and burnout: literature review. *International Journal of Research in Medical Sciences*, 3(8), 1825-1831. doi: 10.18203/2320-6012.ijrms20150288

Luthar, S. S., Cicchetti, D. & Becker, B. (2000). The Construct of Resilience: A Critical Evaluation and Guidelines for Future Work. *Child Development*, 71(3), 543-562.

McCray, J., Palmer, A. & Chmiel, N. (2015). Building resilience in health and social care teams. *Personnel Review*, 45(6), 1132-1155. Doi: 10.1108/PR-04-2014-0095

Nielsen, K. & Daniels, K. (2016). The relationship between transformational leadership and follower sickness absence: the role of presenteeism. *An International Journal of Work, Health & Organisations*, 30(2), 193-208. doi: 10.1080/02678373.2016.1170736

Nyberg, A., Westerlund, H., Magnusson Hanson, L. L. & Theorell, T. (2008). Managerial leadership is associated with self-reported sickness absence and sickness presenteeism among Swedish men and women. *Scandinavian Journal of Public Health*, 36, 803–811.

Richardson, G. E. (2002). The Metatheory of Resilience and Resiliency. *Journal of Clinical Psychology* 58(3), 307-321. doi: 10.1002/jclp.10020

Robert, G., Philippou, J., Leamy, M., Reynolds, E., Ross, S., Bennett, L, Taylor, C., Shuldham, C. & Maben, J. (2017). Exploring the adoption of Schwartz Center Rounds as an organisation innovation to improve staff well-being in England, 2009-2015. *BMJ Open*, 7, 1-10. doi:10.1136/bmjopen-2016-014326

Rogerson, M. & Emes, C. (2008). Fostering Resilience Within an Adult Day Support Program. *Activities, Adaptation & Aging*, 32(1), 1-18. doi: 10.1080/01924780802039220

Truss, Shantz, Soane, Alfes & Delbridge. (2013). Employee engagement, organisational performance and individual well-being: exploring the evidence, developing the theory. *The International Journal of Human Resource Management*, 24(14), 2657–2669. doi: 10.1080/09585192.2013.798921

Tusaie, K. (2004, January / February). Resilience: A Historical Review of the Construct. *Holistic Nursing Practice*, 3-10.

Leadership Development e.g. Insights and Reflective Practice

Boud, D., Keogh, R. & Walker, D. (1985). Promoting Reflection in Learning: A model. In Boud, D., Keogh, R. & Walker, D. (Eds.), *Reflection: Turning Experience into Learning* (pp. 18-30). London: Routledge Falmer Taylor & Francis Group.

Brigley, S., Young, Y., Littlejohns, P. & McEwan, J. (1997). Continuing education for medical professionals: a reflective model. *Postgraduate Medical Journal* 73, 23-26.

Chappelow, C. & McCauley, C. (2019, May 13). What Good Feedback Really Looks Like. *Harvard Business Review*. Available at: <https://hbr.org/2019/05/what-good-feedback-really-looks-like>

Hezlett, S. A. (2008). Using Multisource Feedback to Develop Leaders: Applying Theory and Research to Improve Practice. *Advances in Human Resources* 10(5), 703-720.

Høyrup, S. (2004). Reflection as a core process in organisational learning. *The Journal of Workplace Learning* 16(8), 442-454. doi: 10.1108/13665620410566414

Loughran, J. J. (2002). Effective Reflective Practice: In Search of Meaning in Learning About Teaching. *Journal of Teacher Education* 53(1), 33-43.

Miscenko, M., Guenter, H. & Day, D. V. (2017). Am I a leader? Examining leader

identity development over time. *The Leadership Quarterly* 28, 605-620. doi: 10.1016/j.leaqua.2017.01.004

Roberts, C. (2008). Developing Future Leaders: The Role of Reflection in the Classroom. *Journal of Leadership Education* 7(1), 116-130.

Leadership and Quality Improvement

Alderwick, H., Charles, A., Jones, B. & Warburton, W. (2017). Making the case for quality improvement: Lessons for NHS boards and leaders. Available at: <https://www.kingsfund.org.uk/publications/making-case-quality-improvement>

Department of Health. (2008). High Quality Care for All: NHS Next Stage Review Final Report. Available at: https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/228836/7432.pdf

Dixon-Woods, M., McNicol, S. & Martin, G. (2012). Ten challenges in improving quality in healthcare: lessons from the Health Foundation's programme evaluations and relevant literature. *BMJ Quality Safety* 21, 876–884. doi: 10.1136/bmjqs-2011-000760

Fulop, N. & Robert, G. (2015). Context for successful quality improvement. Available at: <https://www.health.org.uk/sites/default/files/ContextForSuccessfulQualityImprovement.pdf>

Godfrey, M. M. (2013). Improvement Capability at the Front Lines of Healthcare Helping through Leading and Coaching (PhD thesis). Available at: <https://www.diva-portal.org/smash/get/diva2:640804/FULLTEXT01.pdf>

Godfrey, M. (2018). Leadership of Quality Improvement: Creating the

Conditions for Improvement Success. Research presented at the meeting of the Flow Coaching Academy Collaborative, Bath, England. November 2018.

The Health Foundation. (2014). Effective networks for improvement: Developing and managing effective networks to support quality improvement in healthcare. Available at: <https://www.health.org.uk/sites/default/files/EffectiveNetworksForImprovement.pdf>

West, M., Lyubovnikova, J., Eckert, R. & Denis, J.L. (2014). Collective leadership for cultures of high-quality health care. *Journal of Organizational Effectiveness*, 1(3): 240–60.

Leadership and AHPS

NHS Improvement. (2018). *Leadership of allied health professionals in trusts in England: what exists and what matters? An evaluation summary and self-assessment for trust boards*. Retrieved from: https://improvement.nhs.uk/documents/2904/Leadership_of_AHPs_in_trusts.pdf

Palma, S., Harding, D. & Treadwell, L. (2019). *Developing allied health professional leaders: a guide for trust boards and clinicians*. Retrieved from: https://improvement.nhs.uk/documents/6112/NHSI_DEVELOPING_AHP_LEADERS_AW_PRINT_NO_CROPS.pdf

Palma, S., Harding, D. & Treadwell, L. (2019). *Investing in chief allied health professionals: insights from trust executives*. Retrieved from: https://improvement.nhs.uk/documents/5536/Investing_in_chief_AHP_leadership.pdf