'Vulnerability in Leadership'
#QIHour Tweet Chat Report

Background

The #QIHour tweet chats began in February 2019 and are hosted by Gloucestershire Safety & Quality Improvement Academy (GSQIA) at Gloucestershire Hospitals NHS Foundation Trust. The #QIHour chats are produced in collaboration with a small group of #QITwitter Improvement leaders who make up the #QIHour team: Leeanne Lockley, Steve Daykin, Robbie Ayers, Dr Amar Shah, Lou Waters & Andrew Seaton.

These tweet chats take place bimonthly on a Wednesday at 8pm U.K. time bringing together the improvement community around the globe to connect and discuss key topics, sharing and learning together.

Purpose

The purpose of this report is to share learning & insights gathered through the #QIHour on Vulnerability in Leadership, which took place on Wednesday 24th November 2021 at 8pm GMT, linking in with #FabChange21 - 'Fab Change Day Festival' from the *Academy of Fab NHS Stuff*.

Report contents

- Analytics
- Learning and insights
- Further observations
- Shared resources

Analytics

These analytics are provided by [Symplur – Healthcare Hashtags Project] for the #QIHour hashtag during the period of 8pm-9pm GMT on Wednesday 24th November 2021.

Participants

The Influencers

Top 10 Influential

@gsqia 100
@RobertJMAyers 82
@lockley_leeanne 74
@steve_daykin 73
@DiverseLearners 69
@nwchangeday 68
@KaiBoo77 67
@Becky_QICTM 66
@gvhawtin 65
@joyfurnival 65

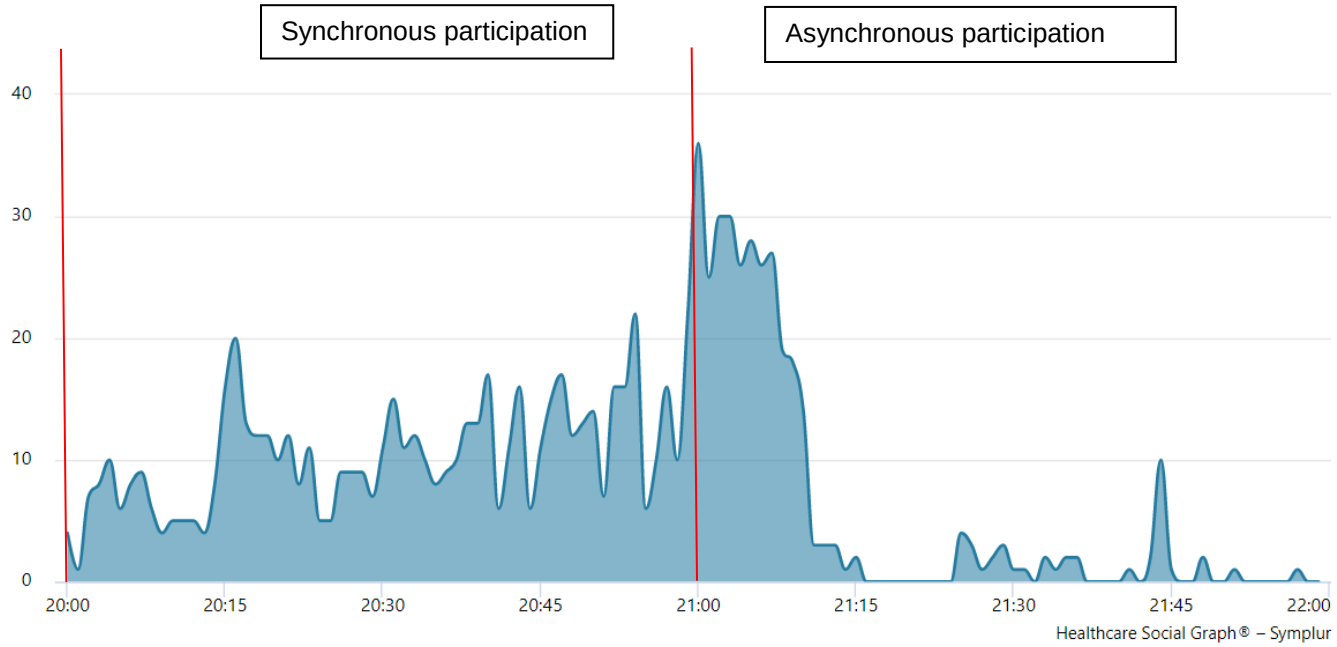
Prolific Tweeters

@nwchangeday 154
@gsqia 121
@lockley_leeanne 102
@KaiBoo77 29
@steve_daykin 28
@FabNHSStuff 20
@leadership_log 17
@RobertJMAyers 14
@gbtpo 12
@DiverseLearners 10

Highest Impressions

@FabNHSStuff 637.1K
@lockley_leeanne 470.7K
@gsqia 338.2K
@nwchangeday 216.5K
@gbtpo 90.1K
@DiverseLearners 46.4K
@KaiBoo77 34.6K
@steve_daykin 32.6K
@joyfurnival 26.0K
@leadership_log 23.9K

Tweet activity



The chat ran from 8.00pm – 9.00pm GMT. The 'tweet activity' graph above shows that people continued to contribute to the chat using the #QIHour hashtag after the formal end-point at 9.00pm. Asynchronous contribution to tweet chats is one of the many benefits of using twitter for social learning.

The table below contrasts hashtag analytics for the one hour of synchronous participation in the tweet chat and for a 24-hour period from the chat starting, allowing for asynchronous engagement.

8pm – 9pm GMT (24/11/21)	8pm GMT (24/11/21) - 8pm GMT (25/11/21)
The Numbers	**The Numbers**
2.123M Impressions	9.729M Impressions
623 Tweets	1,045 Tweets
40 Participants	69 Participants
623 Avg Tweets/Hour	44 Avg Tweets/Hour
16 Avg Tweets/Participant	15 Avg Tweets/Participant
Tweet	Tweet
Twitter data from the #qihour hashtag from Wed, November 24th 2021, 8:00PM to Wed, November 24th 2021, 9:00PM (Europe/London) – Symplur.	Twitter data from the #qihour hashtag from Wed, November 24th 2021, 8:00PM to Thu, November 25th 2021, 8:00PM (Europe/London) – Symplur.

Insights and Learning

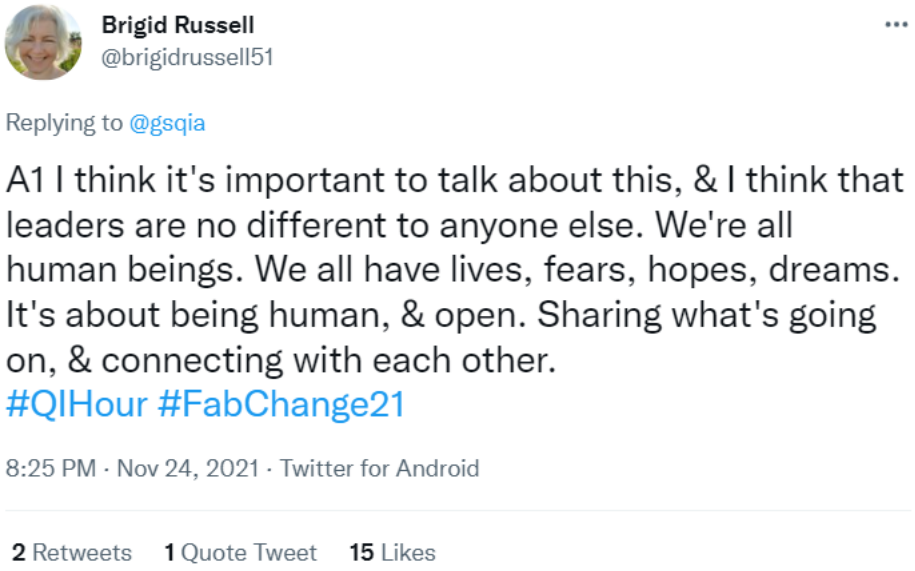
Question 1. Why is it important to demonstrate our vulnerability as leaders?

Robbie Ayers responded "To build trust & understanding. Leaders have to be accessible & a good way to achieve this is vulnerability. Those 'personal qualities and values' @realworldgroup in the middle can be unlocked with demonstrating authentic vulnerability"

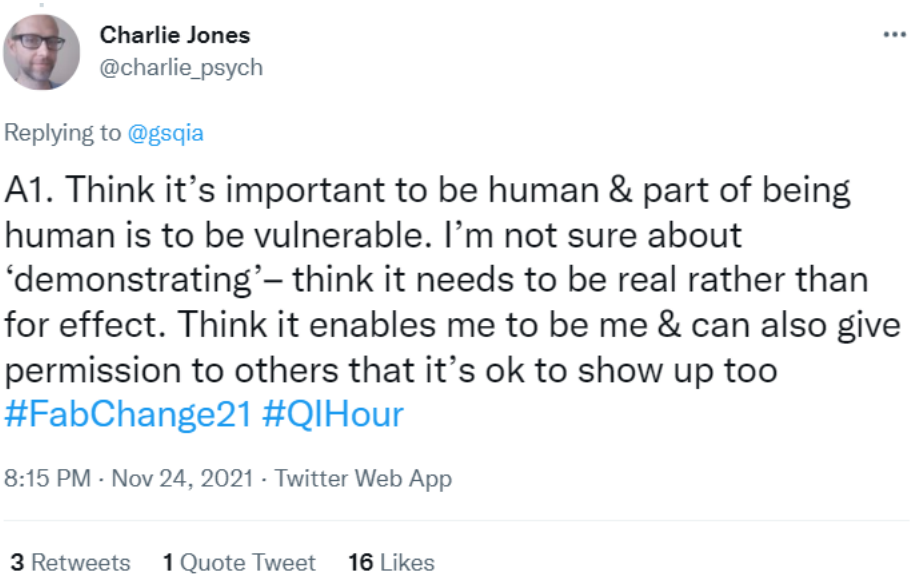
[see resources section below for higher resolution image]

@Becky_QICTM replied "demonstrating vulnerability helps build meaningful connections with others creating a sense of psychological safety, allowing employees to move beyond their comfort zone and take risks - more innovation, greater problem solving."

@brigidrussell51 shared her thoughts…



@charlie_psych prompted us to remember the importance of language and how we use it …



Teresa @Kaiboo77 agreed, responding with …

Key words and themes that appeared included in response to Question 1, “Why is it important to demonstrate our vulnerability as leaders?”

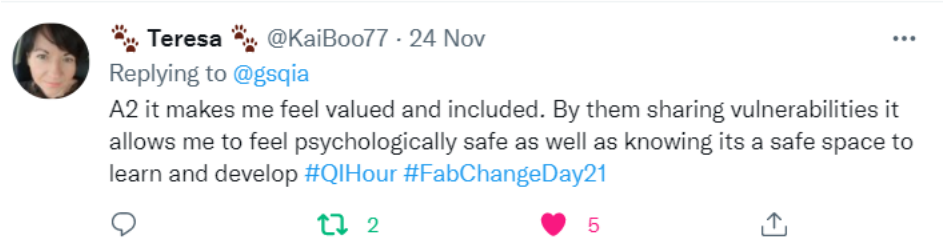
Question 2: When have you seen a good example of vulnerability demonstrated in leadership?

@lockley_leeanne shared that she “felt it’s ok not to get it right all the time. Learning that leaders are human, made me feel that I could also be a leader and gave me confidence in my role.”

@RuthMCreighton agreed, saying “spontaneous & authentic honesty - the ‘I don’t knows’ ‘I’m sorry’ ‘I’d like to circle back’ conversations. Trust- with sharing of appropriate challenges outside of the work domain (family illnesses, bereavements) Leaders who ask for help….it reassured me, it inspired me to be more trusting to share my vulnerabilities, to ask my ‘stupid’ questions, to ask for help when needed.”

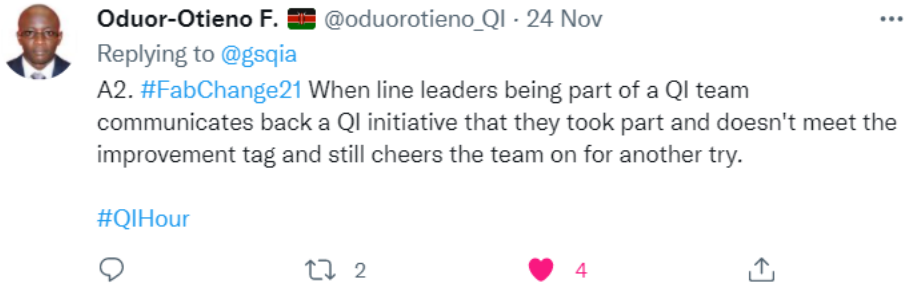
@leadership_log commented “here at the #LeadershipLogHQ we have seen many examples of vulnerability - we agree that when we experience this it makes us feel more connected to them and we are more likely to trust and follow their vision”.

Teresa @Kaiboo77 shared that it makes her feel valued and included.

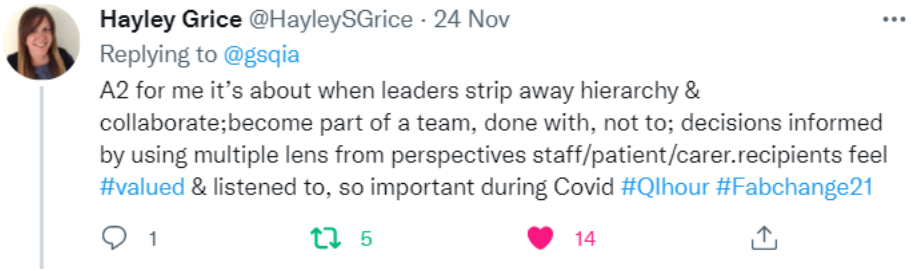


@RobertJMAyers mentioned using story-telling & shared a quote from @BreneBrown

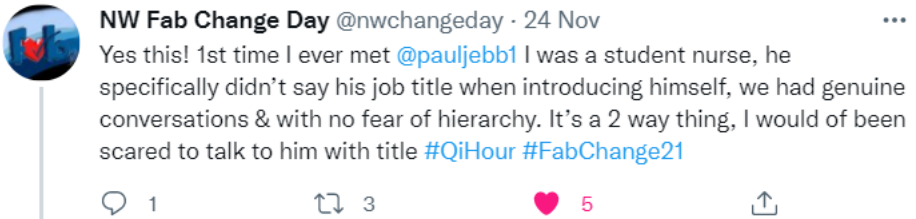
@oduorotieno_QI agrees, reflecting on how we as leaders respond when things don't go so well…



@HayleySGrice shared what this means to her…



@DaniG4_ tweeting on behalf of @NWChangeDay shared her experience of a time hierarchy was stripped away enabling a positive outcome.



@BrigidRussell51 and @DiverseLearners shared their thoughts…

@JulieZorzi3 said “I have had amazing leaders who have articulated imposter syndrome...leaders who have openly discussed their mistakes ...and leaders who have asked for help from staff when they don't know what to do...to me this makes them stronger not weaker and leaders I would aspire to be” and @rachelle_barlow reflects on how vulnerability in leadership has helped her working through the Covid19 pandemic.

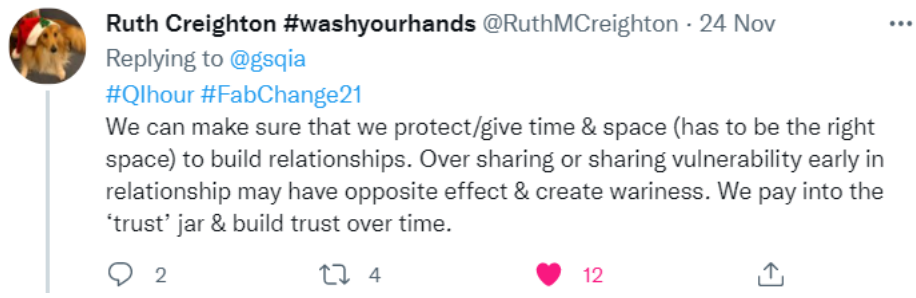
Key words and themes that appeared included in response to Question 2, “When have you seen a good example of vulnerability demonstrated in leadership? How did it make you feel?”

Question 3: What can we do to demonstrate our vulnerability as leaders?

@Steve_Daykin replied "If you don't know…..say you don't know. People will respect you more for that."

@Becky_QICTM responded…

@RuthMCreighton commented…

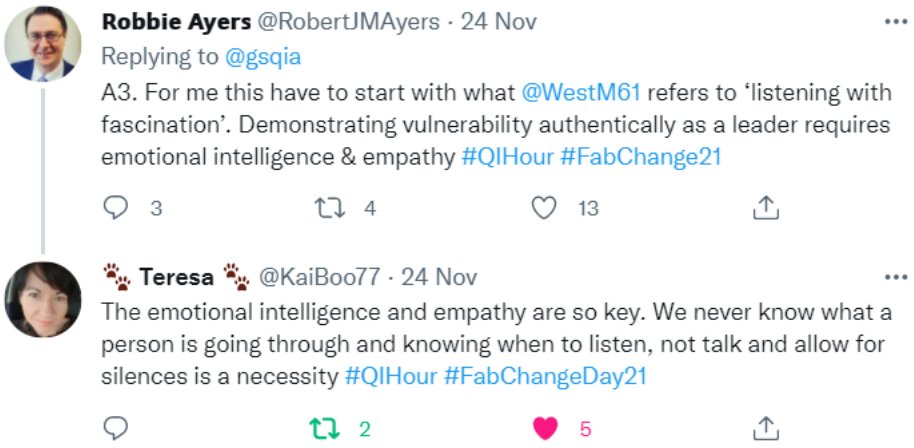


…with @lockley_leeanne adding “trust can take a life time to build but be gone in a second”.

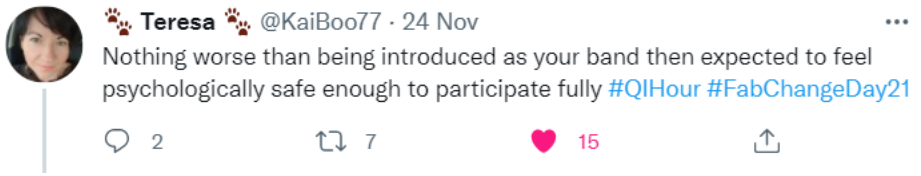
@joyfurnival shared her thoughts on the language we use, saying “I struggle with the jargon/language of vulnerability, authenticity etc they are just not words that I use for me, I try to be me -> I’m interested in understanding where people are at, & their work challenges & what next to improve can mean being me is too blunt and direct when asking why. I’m learning to live with that, to acknowledge it, and to try to remember to temper it, but at same time, that’s who I am so I just also try to accept it. I talk about this with teams I lead.”

@gvhawtin talks about the importance of working and listening well together…

@RobertJMAyers mentions @WestM61’s work on Compassionate Leadership…

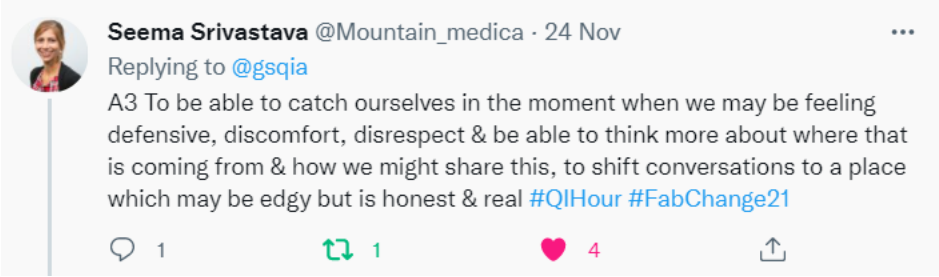


@amandaweaves said “be honest, bring your true self to work, admit when things didn’t go to plan, foster culture of learning from when things didn’t go the way it was planned. Make it normal to have the conversation,” and @Kaiboo77 made an important point…



@Charlie_Psych brings us back to the value of our relationships as central to everything we do, suggesting “I could say a few things about how my day went today, how I’ve been feeling, what’s going on for me. I could ask you how you’re doing, & what’s going on for you. And then listen. And repeat... Value and prioritise our relationship.”

@Mountain_medica provides a different insight, reminding us about shifting our perspective and behaviours when they are unhelpful…



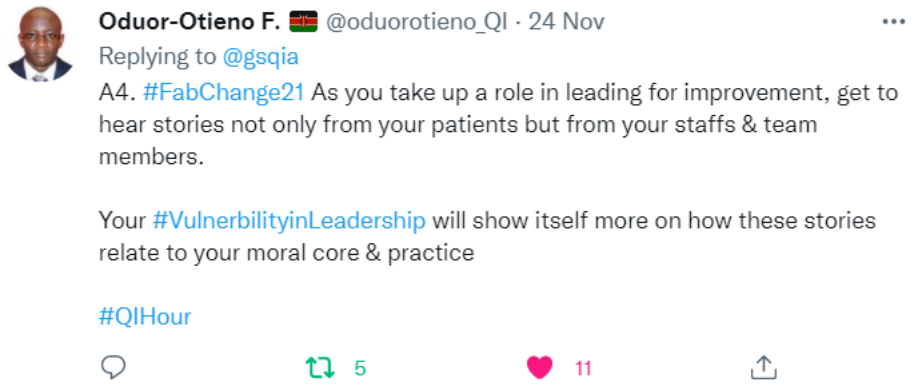
Key words and themes that appeared included in response to Question 3, "What can we do to demonstrate our vulnerability as leaders?"

Question 4: What tips, resources and/or advice can you share with others who want to to try demonstrating their own vulnerability as leaders?"

@Kaiboo77 replied "Tell your stories, share your mistakes and failures and always ask for help or thoughts. By including everyone you are bringing them in and showing them value."

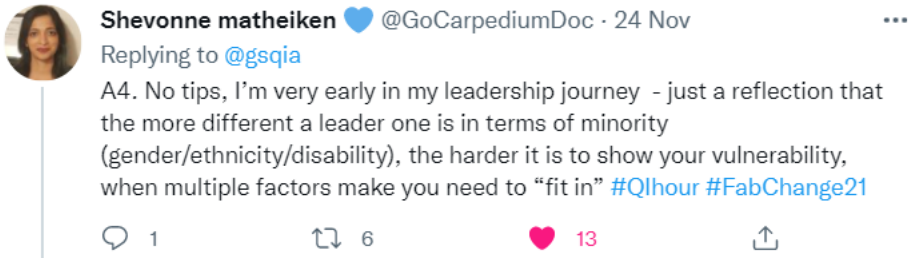
@RobertJMAyers commented "I shared with colleagues today, a concept of a 'safe base'. I learnt as foster carer the importance of having a safe base as an enabler to being brave #ChangeAgent. Strong teams that achieve psychological safety are more likely to be able to demonstrate vulnerability & innovate."

@oduorotieno_QI reminds us of the importance of including everyone's voice…

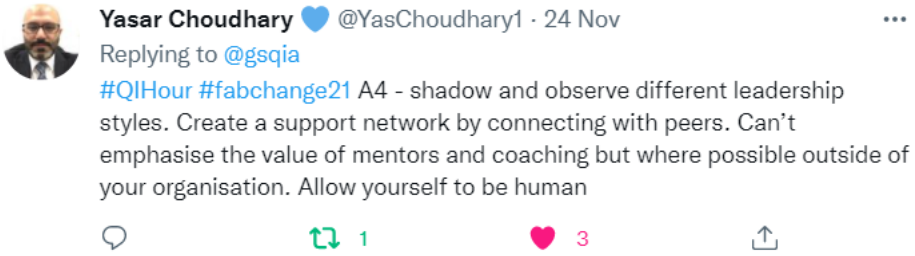


… and @gvhawtin commented “I’ve found networking to be a great resource as you can learn so much from another by sharing and learning from each other. Conversations and listening. Learning from other amazing leaders who are right here tonight #AHPSupportWorkers.”

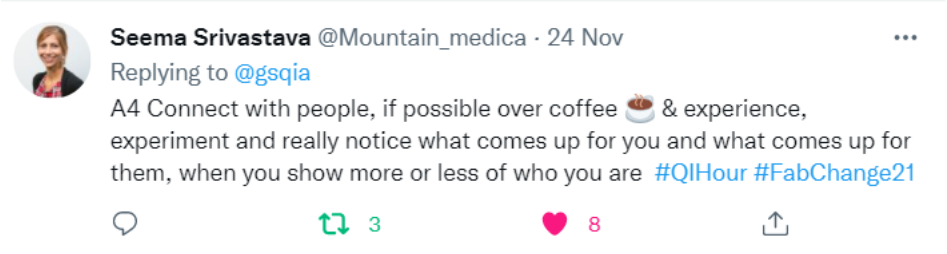
@GoCarpediumDoc shared an insight to think more about around equality, diversion and inclusion in leadership…



@YasChoudhary1 shared the value of shadowing, mentoring and coaching for leaders…



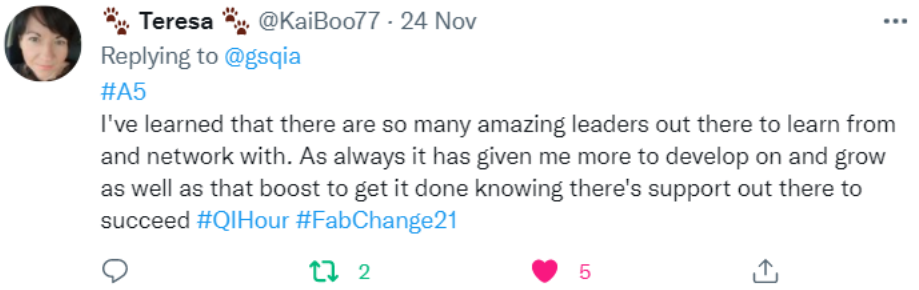
…and @Mountain_medica invited us to experiment and notice how we and other people show up and respond, when we share our vulnerabilities.



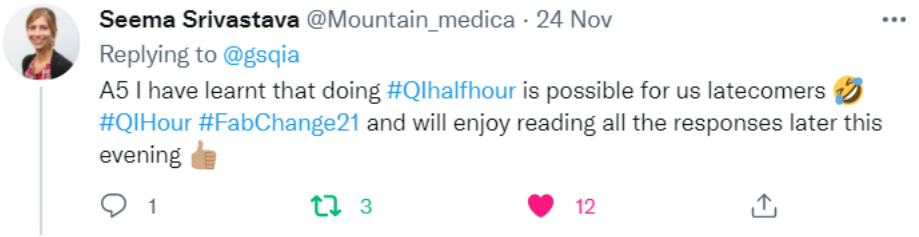
Key words and themes that appeared included in response to Question 4, “What tips, resources and/or advice can you share with others who want to try demonstrating their own vulnerability as leaders?”

Question 5: What have you gained from participating in tonight's chat? What will you do differently as a result?

@Kaiboo77 reflects on the many amazing leaders out there to learn from and network with…



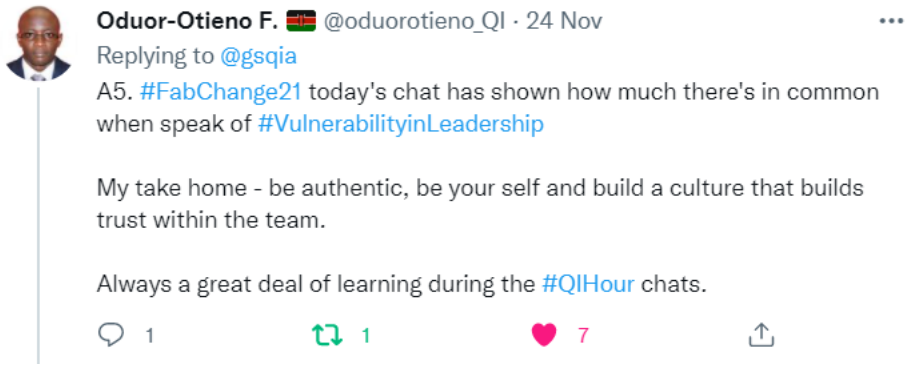
@Mountain_medica joined us for a #QIHalfHour. That is the great thing about tweet chats, you can participate as much or as little as you are able, you can lurk in the background and read others' responses and you can catch up and contribute after the chat has finished too.



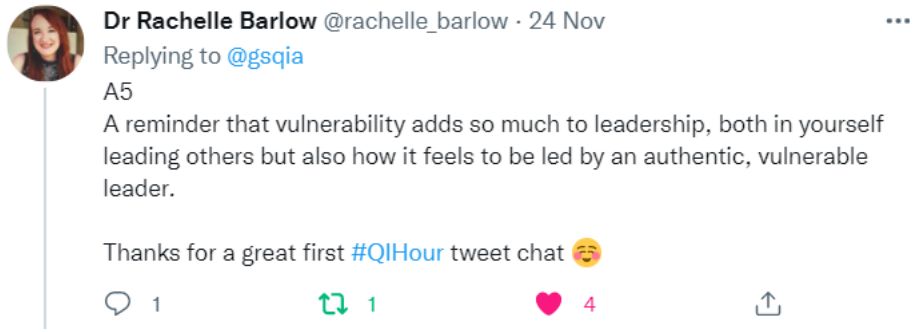
@CharlieTeare pledged that when she thinks she thinks she shouldn't share something, she is going to think twice and ask herself 'why not'?

@sltmartyne is going to go back and read all the inspiring answers she has not managed to read during the live chat.

@oduorotieno_QI reflects on his take homes from the chat…



…and @rachelle_barlow reflects on her first #QIHour tweet chat and her learning.

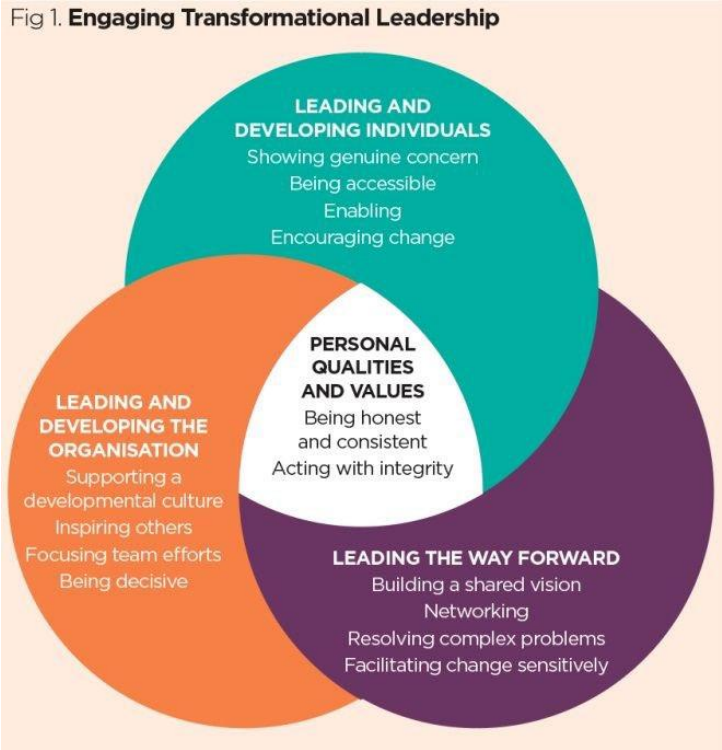


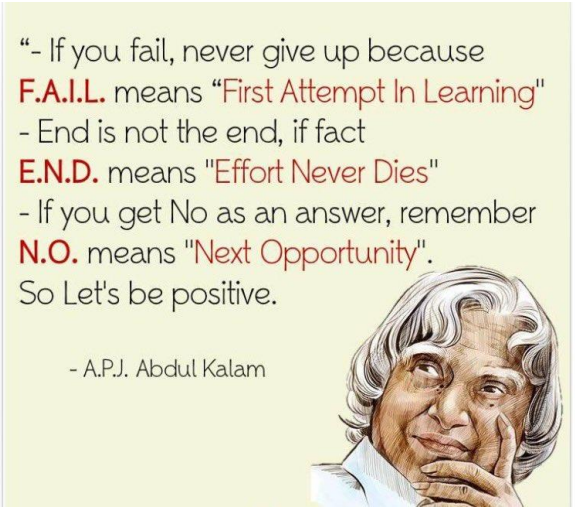
Key words and themes that appeared included in response to Question 5: What have you gained from participating in tonight's chat? What will you do differently as a result?

Further observations

- Language is important – how we express ourselves and the words we choose to use matter and may mean different things to different people. This was raised separately by two different participants during the chat.

Shared resources





- @Becky_QICTM: I'm a huge fan of @AmyCEdmondson - Psychological Safety
- @RobertJMAyers: @WestM61 - Compassionate Leadership
- @CharlieTeare: @MoreThanMyBand
- @RuthMCreighton: any @BreneBrown books !! & her courses/resources.
- @LouWaters_QI: follow #QITwitter for more from the improvement community.