



Gloucestershire Safety & Quality Improvement Academy

✓ Learning

✓ Improving

✓ Sharing

#TheGSQIAWay

@gsqia

‘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*.


Gloucestershire Hospitals
NHS Foundation Trust

Tweet chat

Vulnerability in Leadership

Wednesday 24th November 2021
8.00pm GMT

#QIHour #FabChange21

hosted by @GSQIA at @gloshospitals in collaboration with:
@lockley_leeanne, @steve_daykin, @DrAmarShah, @RobertJMAyers, @LouWaters_QI & @seaty63



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

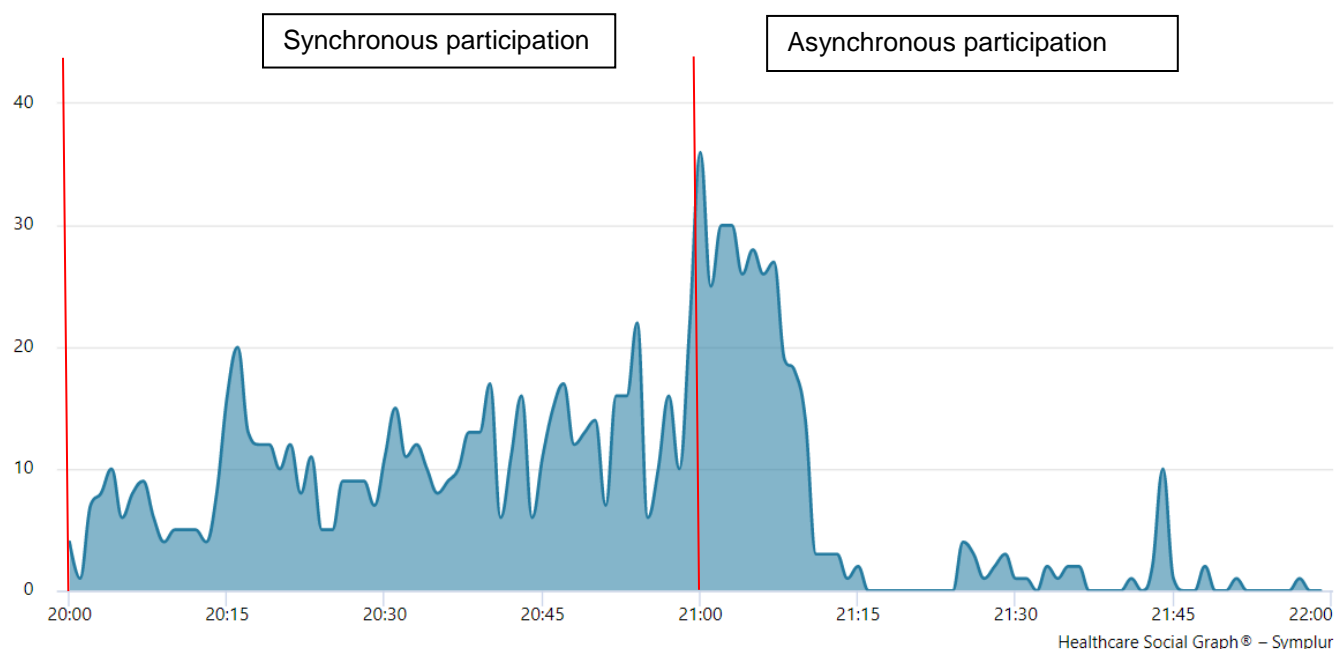
Prolific Tweeters

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

Highest Impressions

	@FabNHSSstuff 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)

The Numbers

2.123M

Impressions

623

Tweets

40

Participants

623

Avg Tweets/Hour

16

Avg Tweets/Participant

[Tweet](#)

Twitter data from the [#qihour](#) hashtag from Wed, November 24th 2021, 8:00PM to Wed, November 24th 2021, 9:00PM (Europe/London) – Symplur.

8pm GMT (24/11/21)
- 8pm GMT (25/11/21)

The Numbers

9.729M

Impressions

1,045

Tweets

69

Participants

44

Avg Tweets/Hour

15

Avg Tweets/Participant

[Tweet](#)

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?



GSQIA ❤️ @gsqia · Nov 24
To start off tonight's chat....

...

Q1. Why is it important to demonstrate our vulnerability as leaders?

(please include A1 and the hashtag in your replies)

#QIHour #FabChange21



💬 20

🔄 9

❤️ 18



[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...



Brigid Russell
[@brigidrussell51](#)

...

Replying to [@gsqia](#)

A1 I think it's important to talk about this, & I think that leaders are no different to anyone else. We're all human beings. We all have lives, fears, hopes, dreams. It's about being human, & open. Sharing what's going on, & connecting with each other.

[#QIHour](#) [#FabChange21](#)

8:25 PM · Nov 24, 2021 · Twitter for Android

2 Retweets 1 Quote Tweet 15 Likes

[@charlie_psych](#) prompted us to remember the importance of language and how we use it ...



Charlie Jones
[@charlie_psych](#)

...

Replying to [@gsqia](#)

A1. Think it's important to be human & part of being human is to be vulnerable. I'm not sure about 'demonstrating'— think it needs to be real rather than for effect. Think it enables me to be me & can also give permission to others that it's ok to show up too

[#FabChange21](#) [#QIHour](#)

8:15 PM · Nov 24, 2021 · Twitter Web App

3 Retweets 1 Quote Tweet 16 Likes

Teresa [@Kaiboo77](#) agreed, responding with ...



Teresa 🐾
[@KaiBoo77](#)

...

Replying to [@charlie_psych](#) and [@gsqia](#)

And by you being you enables others to do the same

❤️ [#QIHour](#) [#FabChangeDay21](#)

8:33 PM · Nov 24, 2021 · Twitter for Android

2 Retweets 2 Likes

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?



GSQIA ❤️ @gsqia · 24 Nov

Q2. When have you seen a good example of vulnerability demonstrated in leadership?

How did it make you feel?

Please include A2 & the hashtags in your replies

#QIHour #FabChange21

NHS
Gloucestershire Hospitals
NHS Foundation Trust

Q2. When have you seen
a good example of
vulnerability demonstrated
in leadership?

#QIHour #FabChange21

hosted by @GSQIA at @glos-hospitals in collaboration with:
@lockley_jeanne, @steve_daykin, @DrAmarShah, @RobertJMayers, @LouWaters_QI & @seaty63



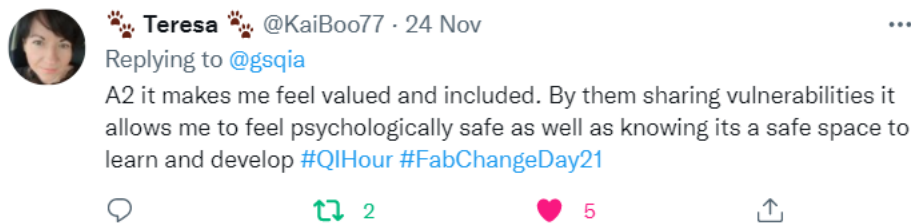
19 10 15

[@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.



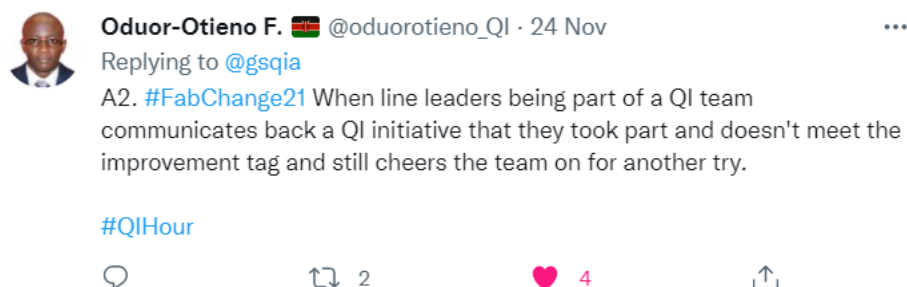
[@RobertJMAyers](#) mentioned using story-telling & shared a quote from [@BreneBrown](#)



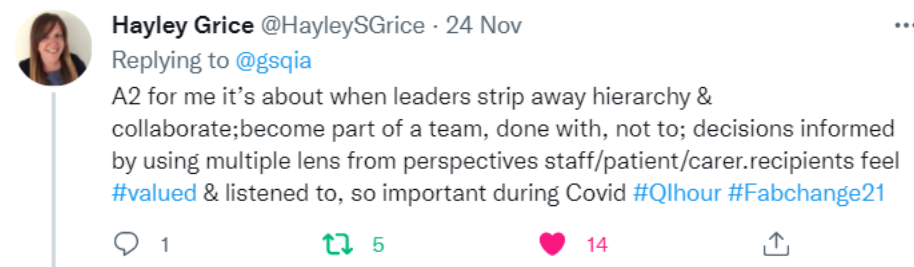
Vulnerability is not about winning or losing. It's having the courage to show up even when you can't control the outcome.

BRENE BROWN

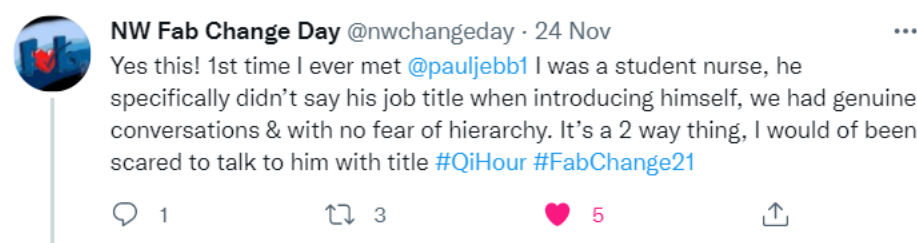
[@oduorotieno_QI](#) agrees, reflecting on how we as leaders respond when things don't go so well...



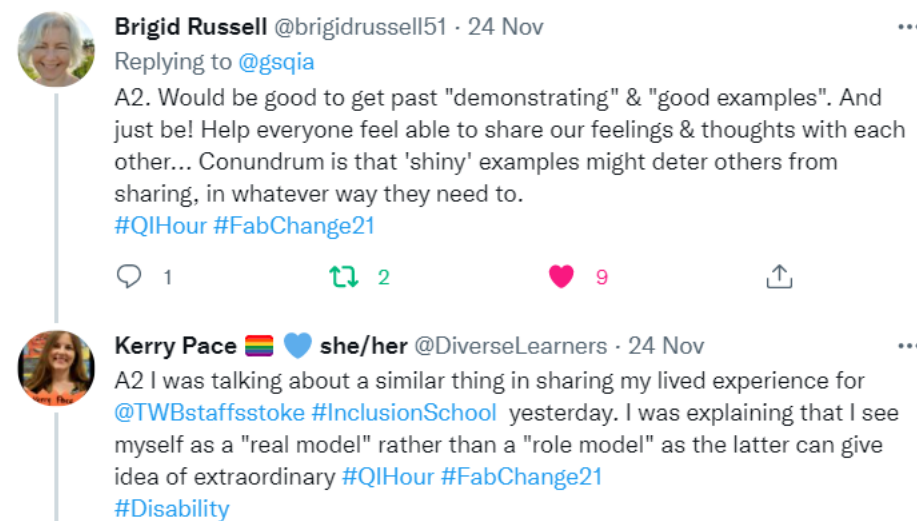
[@HayleySGrice](#) shared what this means to her...



[@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 [@rachel barlow](#) reflects on how vulnerability in leadership has helped her working through the Covid19 pandemic.



Dr Rachelle Barlow @rachelle_barlow · 24 Nov

Replying to @gsqia

A2 #QIHour Honest conversations with senior leaders during the pandemic; them asking questions 'how can we do this?' and sharing feelings inc. frustration & exhaustion (not always showing positivity). Helped me to be open & share how I was doing



↕ 3



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?



GSQIA ❤️ @gsqia · 24 Nov

Q3. What can we do to demonstrate our vulnerability as leaders?

Please include A3 & the hashtags in your replies

[#QIHour](#) [#FabChange21](#)



16 9 12

[@Steve_Daykin](#) replied "If you don't know.....say you don't know. People will respect you more for that."

[@Becky_QICTM](#) responded...



Becky (she/her) @Becky_QICTM · 24 Nov

Replying to [@gsqia](#)

A3. Ask questions, listen with fascination to what your tam has to say - don't be afraid to learn from others you don't have to know if all - be your authentic self [#QIHour](#) [#FabChange21](#)

1 2 9

[@RuthMCreighton](#) commented...



Ruth Creighton #washyourhands @RuthMCreighton · 24 Nov

Replying to [@gsqia](#)

[#QIhour](#) [#FabChange21](#)

We can make sure that we protect/give time & space (has to be the right space) to build relationships. Over sharing or sharing vulnerability early in relationship may have opposite effect & create wariness. We pay into the 'trust' jar & build trust over time.

2 4 12

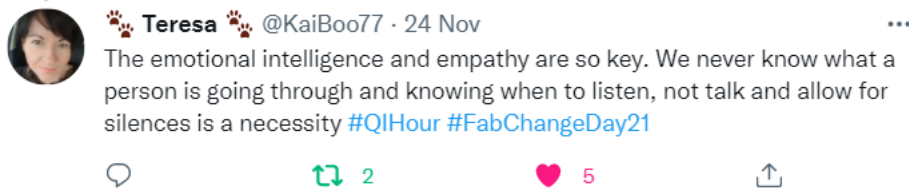
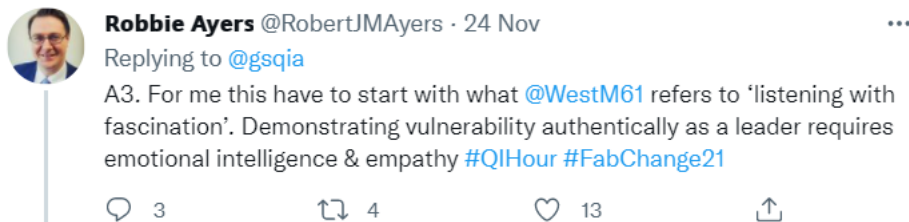
...with [@lockley_leeanne](#) adding “trust can take a life time to build but be gone in a second”.

[@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 try demonstrating their own vulnerability as leaders?"

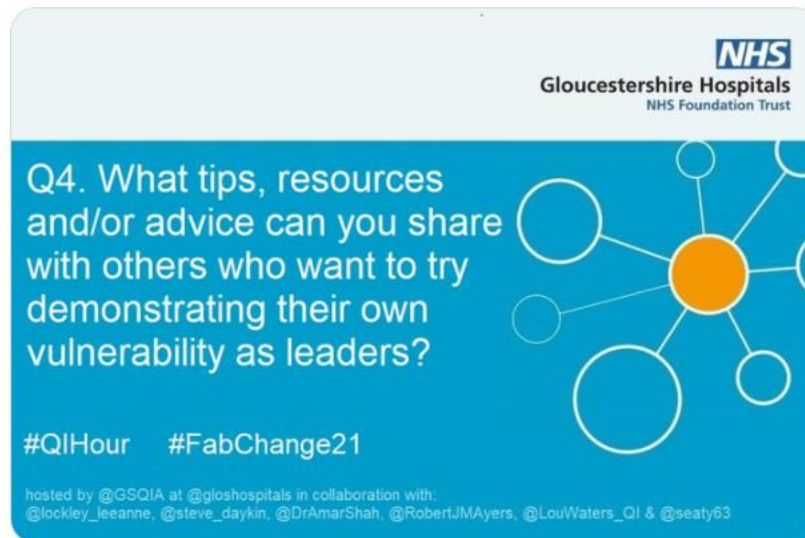


GSQIA ❤️ @gsqia · 24 Nov

Q4. What tips, resources and/or advice can you share with others who want to try demonstrating their own vulnerability as leaders?

Please include A4 & the hashtags in your replies

#QIHour #FabChange21



15 7 11

[@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...



Oduor-Otieno F. 🇰🇪 @oduorotieno_QI · 24 Nov

Replying to @gsqia

A4. #FabChange21 As you take up a role in leading for improvement, get to hear stories not only from your patients but from your staffs & team members.

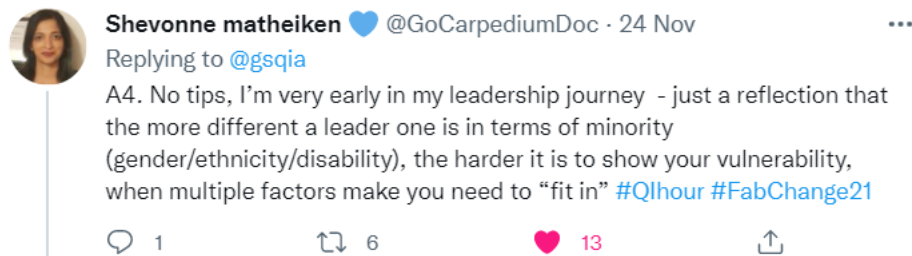
Your #VulnerabilityinLeadership will show itself more on how these stories relate to your moral core & practice

#QIHour

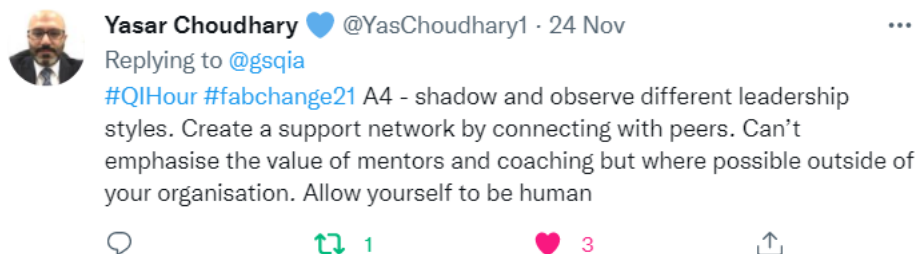
5 11

... 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.”

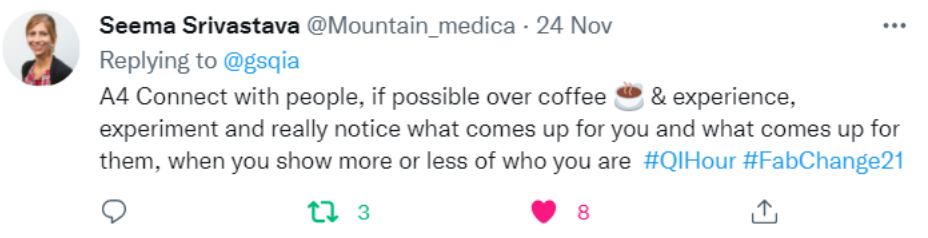
[@GoCarpediumDoc](#) shared an insight to think more about around equality, diversion and inclusion in leadership...



[@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?



GSQIA ❤️ @gsqia · 24 Nov

Q5. And finally....

What have you gained from participating in tonight's chat?

What will you do differently as a result?

Please include A5 in your responses

#QIHour #FabChange21



And finally....

Q5. What have you gained from participating in tonight's tweet chat?

What will you do differently as a result?

#QIHour #FabChange21

hosted by @GSQIA at @glos hospitals in collaboration with:
@lockley_leanne, @steve_daykin, @DrAmarShah, @RobertJMAyers, @LouWaters_QI & @seaty63



💬 13 ↻ 7 ❤️ 9 ↗ 📊

[@Kaiboo77](#) reflects on the many amazing leaders out there to learn from and network with...



Teresa 🐾 @KaiBoo77 · 24 Nov

...

Replying to @gsqia

#A5

I've learned that there are so many amazing leaders out there to learn from and network with. As always it has given me more to develop on and grow as well as that boost to get it done knowing there's support out there to succeed #QIHour #FabChange21



[@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.



Seema Srivastava @Mountain_medica · 24 Nov

...

Replying to @gsqia

A5 I have learnt that doing #QIhalfhour is possible for us latecomers 🤞
#QIHour #FabChange21 and will enjoy reading all the responses later this evening 👍



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



Charlie Howorth 🌈 @CharlieTeare · 24 Nov

...

Replying to @gsqia

#A5

Lots of new great people to follow!

Different perspectives and new things to think about. THANK YOU.

When I think 'I shouldn't share that' I'm gonna think twice and ask myself 'why not'?

#QIHour #Fabchange21



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



Martyne May 🌈 @sltmartyne · 24 Nov

...

Replying to @gsqia

Q5 a reminder that what you gain from being vulnerable far out ways what you might lose. I'm going to go back and read all the inspiring answers that I've not managed to read so far this whirlwind tweet chat Thank you
#QIHour #FabChange21



[@oduorotieno_QI](#) reflects on his take homes from the chat...



Oduor-Otieno F. 🇰🇪 @oduorotieno_QI · 24 Nov

...

Replying to @gsqia

A5. #FabChange21 today's chat has shown how much there's in common when speak of #VulnerabilityinLeadership

My take home - be authentic, be your self and build a culture that builds trust within the team.

Always a great deal of learning during the #QIHour chats.



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...and [@rachel barlow](#) reflects on her first #QIHour tweet chat and her learning.



Dr Rachelle Barlow @rachel barlow · 24 Nov

...

Replying to @gsqia

A5

A reminder that vulnerability adds so much to leadership, both in yourself leading others but also how it feels to be led by an authentic, vulnerable leader.

Thanks for a great first #QIHour tweet chat 😊



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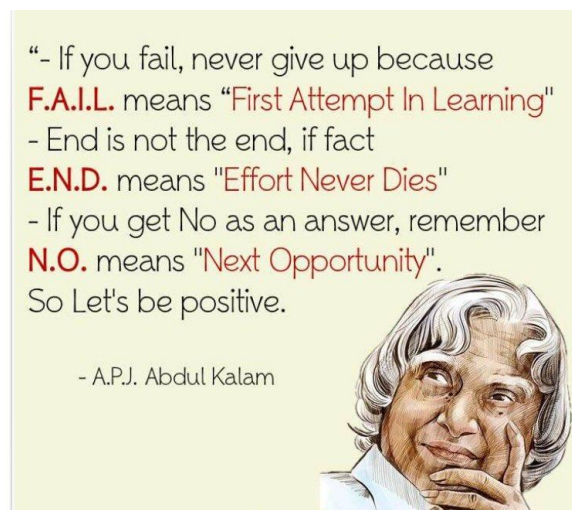
Key words and themes that appeared included in response to Question 5: What have you gained from participating in tonight's chat? What will you do differently as a result?

agreatdealoflearning thesenseofcommunity
newthingstothinkabout
greatopportunitytolearn signpoststobooks
mademoreconnections
twitterismycpd likemindedpeople
explorenewideas learnfromeachother
network greatpeopletofollow
greatconversations differentperspectives
remindedofresources
therippleandspreadofqi
meetnewpeople

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.