

TRACE the leadership journey

High-performing leadership from self to system

28 January 2026, 12:00pm

Today... objectives

1. Share perspectives on what leadership is and what it exists to create
2. Explore a new leadership model that proposes:
 - a. five conditions that characterise high-performing leadership
 - b. four roles high-performing leaders fulfill in creating these conditions
 - c. four spaces where high-performing leadership is required
3. Lessons and advice from NHS leaders navigating the challenges of leadership in today's complex, politicised and pressurised environments
4. Connections to others wrestling with similar leadership challenges.

Agenda

- 12:00** Welcome and introductions
- 12:10** Perspectives from our panellists
- 12:25** Discussion incl Q&A
- 12:55** Closing reflections
- 13:00** Enlightenment and energy

How we're running today's session

1. **We're a large group so won't be using the unmute button.** Do please use the Q&A and Menti as we go through!
2. **We're recording today's event** so that we can share the discussions afterwards. If you have any concerns, please contact us.
3. **We're on BlueSky and LinkedIn:** the hashtag for today is **#TRACELeadership**
4. **We still want your views after the event.** If you have further comments to make, please email hello@kscopehealth.org.uk
5. **Don't despair if your technology is not working!** Our tech lead for today is Pete who can be contacted on support@kscopehealth.org.uk



KALEIDOSCOPE

Health and Care

- We're Kaleidoscope, an award-winning consultancy of a different kind. We help organisations achieve greater impact by supporting them to create real change – **change that works.**
- We support our clients to: define where they're heading through **strategy**, move forward through **organisational development** and understand the difference they're making in the world through **insights and impact.**

Who you'll be hearing from



Sheila Stenson



Andy Knox MBE



Katie Goulding



Shane Carmichael

Introducing the TRACE model of leadership



Katie Goulding

TRACE Leadership: how do we know what works?



Changing Healthcare: learning from lasting change in the NHS



Engaging events



Establishing digital diabetes care services



Digital change
Service design and change



Building thriving teams in a new integrated care system



Organisational development



Supporting executive and clinical leaders at the Sussex Partnership Foundation Trust



Organisational development



Scottish Government
Riaghaltas na h-Alba
gov.scot



Mid and South Essex Integrated Care



#TRACELeadership



Industry and academic research that inspired and informed us

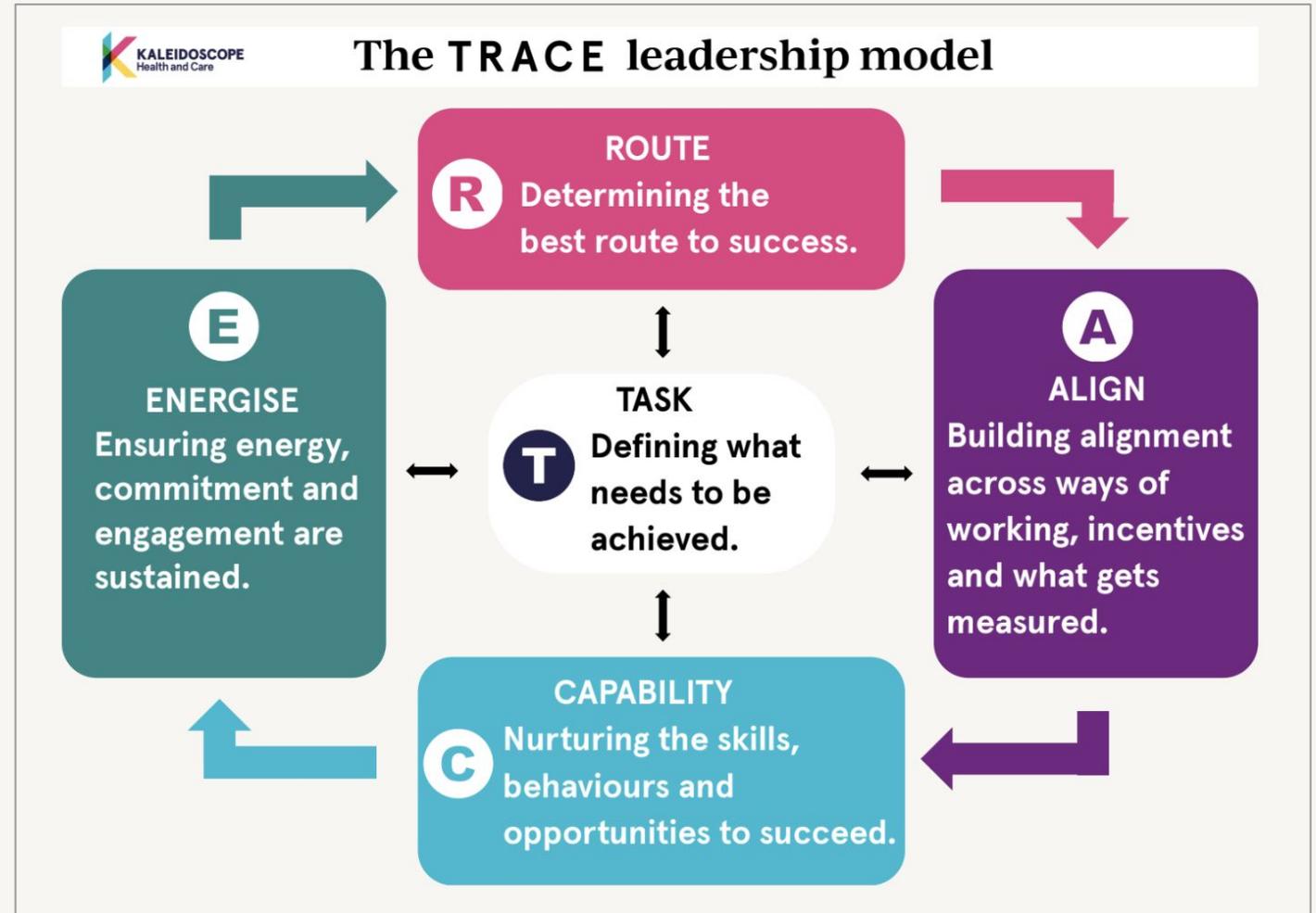
- Patrick Lencioni on the 5 Dysfunctions of Teams
- Google's Project Aristotle
- Daniel Coyle - Culture Code research
- Gustavo Razzetti - Fearless Culture research
- Amy Edmondson - Psychological Safety
- Burke and Litwin's Organisational Performance Model of Transformation
- Ron Heifetz on Adaptive Leadership
- Susan Michie's COM-B model of behaviour change
- Katzenbach and Smith - 'Discipline of Teams'
- Tannenbaum and Salas' drivers of team effectiveness
- Edgar Schein - Organisational Culture and Change
- Dan Pink - Motivation research
- Marshall Ganz and Hahrie Han on Public Narrative leadership and social movements
- Gervase Bushe's CLEAR Leadership model
- Priya Parker on the 'Art of Gathering'
- Peter Senge on System Leadership
- Centre for Creative Leadership
- Megan Reitz on 'Spaciousness'
- Prof Mark Moore - Public Value Model for strategic organisational decision making and development
- Bate and Greenhalgh - how stories shape organisations
- Davies and Nutley; Senge on learning organisations
- Simon Sinek's 'Start with Why?'
- Elizabeth Menzies Lyth - Anxiety in NHS organisations
- Ron Fisher's 'Transition Curve'
- Kings College London ICS learning community
- Professor Thomas Lee - workforce engagement
- Marshall Rosenberg - nonviolent communication
- Lewis Deep Democracy methodology
- The work of Fred Laloux, Aaron Dignam, Bruce Daisley, Doug Conant, Adam Grant and Gary Hamel on human centred models of strategy, organisational design, development, performance and leadership
- Brené Brown on trust vulnerability and belonging
- The work of bell hooks, Layla Saad, Reni Eddo-Lodge, June Sarpong on diversity, equity and inclusion
- NHS guide to Large Scale Change (2018)
- IHI guide to effective Board leadership
- Nancy Kline on Thinking Environments

Introducing the TRACE leadership model

High performing leadership is not about effective individual leaders (who are necessary but not sufficient for group success), but rather a **collective, social process that emerges through the relationships and interactions among people within a group** - including the 'leader'.

In the words of Marshall Ganz, *“Leadership is accepting responsibility for enabling others to achieve shared purpose in conditions of uncertainty”*

We know high performing leadership is present when the leader and group are working together in ways that establish shared ownership of five things: Task, Route, Alignment, Capability and Energy.



Leader as Architect, Composer, Coach and Champion



Architect: In co-creating the 'Task; and the Route, the leader acts as an architect, to lay firm foundations, structures and credible plans to future success.



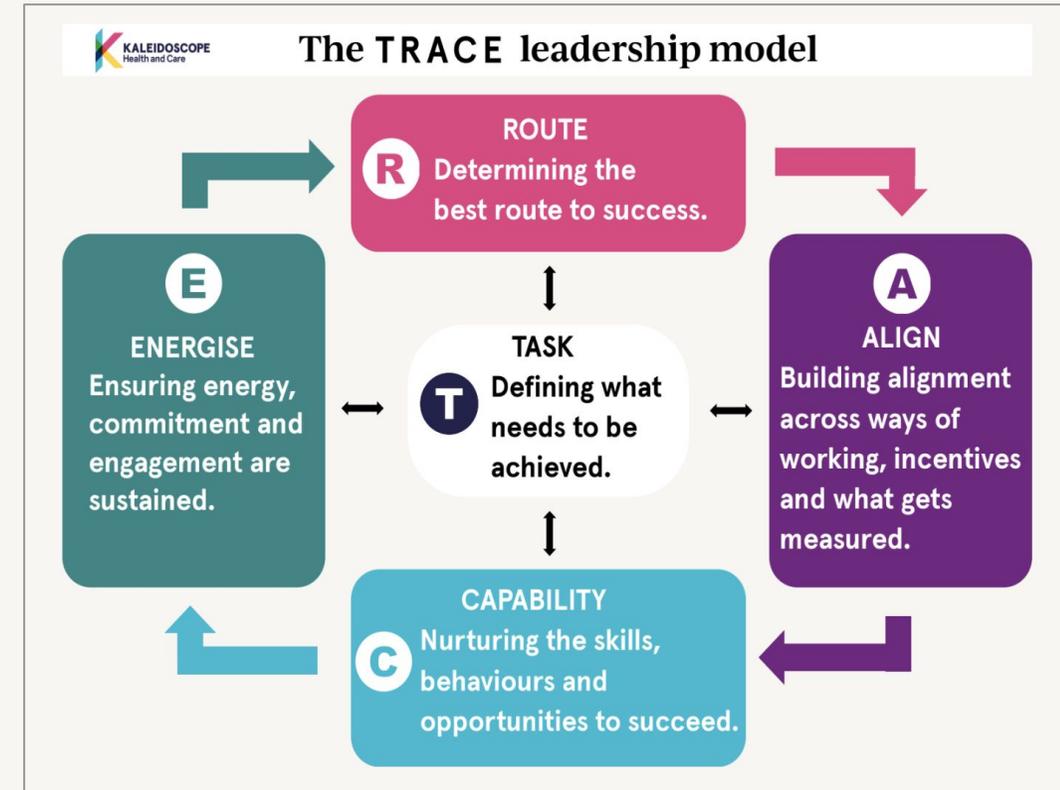
Composer: In co-creating Alignment, the leader acts as composer, harnessing and coordinating available resources so they are greater than the sum of their parts and pulling in the same direction.



Coach. In co-creating capability, the leader acts as coach, unlocking and developing the potential in others to achieve what has been asked of them.



Champion. In co-creating the necessary energy to succeed and sustain the leader acts as champion, celebrating progress, ensuring incentives are in place and reinforcing desired behaviours.

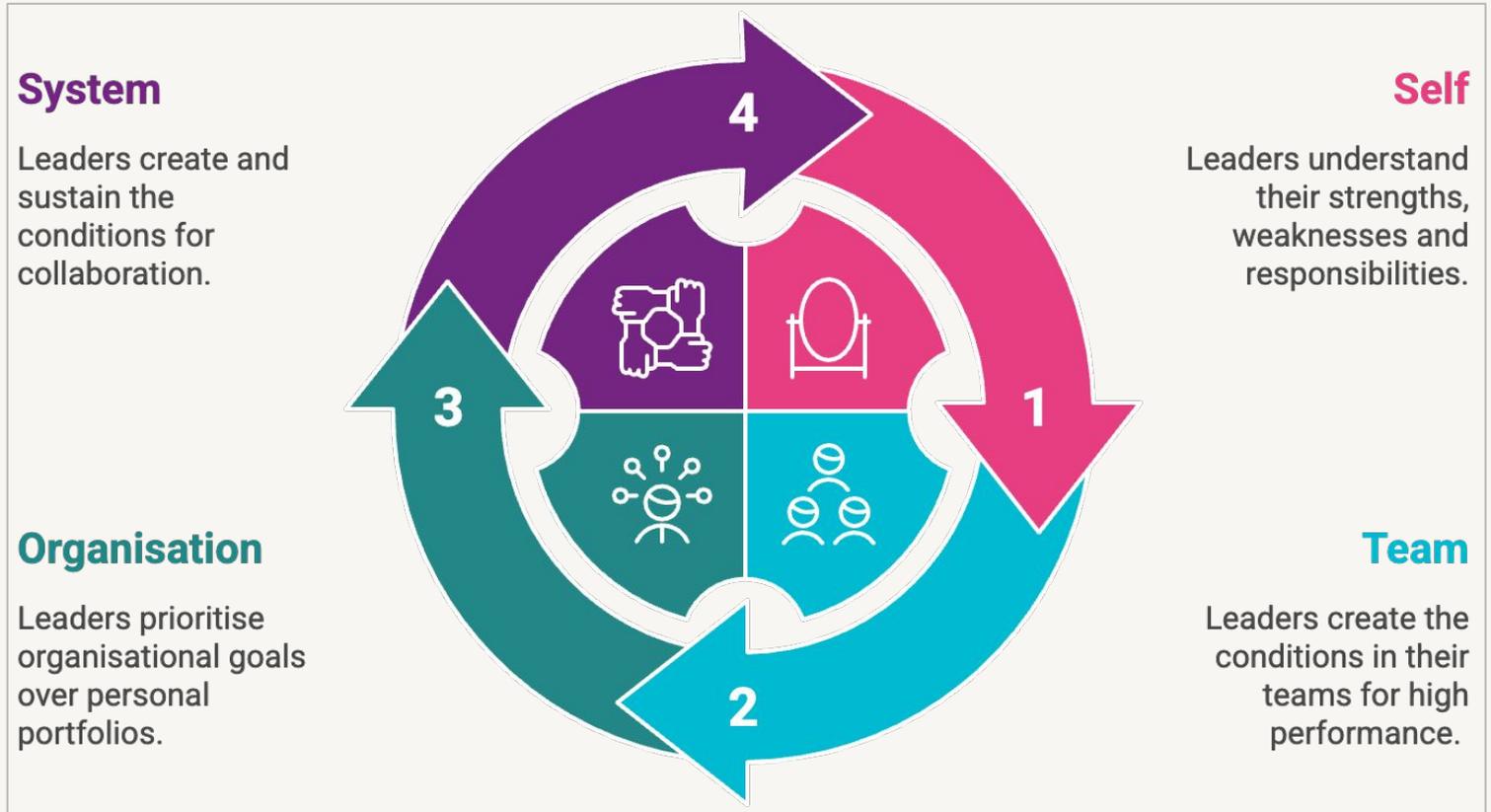


High-performing leadership: four spaces

At its best, high-performing leadership is evident in four spaces:

- leading self
- leading team
- leading organisation
- leading system.

While all four leadership spaces are interconnected and dependent on one another, pinpointing the primary space for the current leadership task helps clarify the leadership role and focuses individual and/or collective efforts.



Leadership live: Perspective 1



Sheila Stenson

Leadership live: Perspective 2



Andy Knox MBE

Discussion...



Sheila Stenson



Andy Knox MBE



Katie Goulding



Shane Carmichael

CEO turnover hits 25% as ‘scrutiny ratchets up’

By Dave West and Laura Murphy | 6 January 2026

“It must be considered that there is nothing more difficult to carry out nor more doubtful of success nor more dangerous to handle than to initiate a new order of things”

Niccolo Machiavelli ~ 1520 AD



High Pressure Environment

The ‘fall on their sword’ mentality—or being forced out—is driven by an environment where leaders are under immense scrutiny, often with impossible performance targets to juggle.



Performance-Related Turnover

The turnover is particularly high among trusts that are struggling with performance, where time in post is significantly shorter.



Systemic Issues

Many leaders are leaving due to factors beyond their control, such as a lack of social care capacity and falling infrastructure.



Gendered Perspective

Research indicates that women in NHS management often feel pressured to be ‘heroic’ leaders, expecting them to take ultimate responsibility when the organization struggles.

Final reflections

Continuing the conversation



**Want help with
change that works?**

Get in touch for a chat

**Want to keep up to
date?**

Sign up for our free
newsletter

**Join us for
another event?**

Info on our website:
kscopehealth.org.uk

Thanks for joining us!

Give your reflections about the event on BlueSky, using hashtag **#TRACELeadership**

Join the Kaleidoscope community. Sign up to our newsletter at kscopehealth.org.uk and follow us on social media for blogs, jobs, events and insights

Look out for our upcoming session on effective Neighbourhood Health Systems...



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