

Leading Through Covid

Good Practice | Little Book of Nudges



The environments we're working in are
unrecognisable from what we're used to

We used to have **certainty** and **clarity**

We could rely on our **expertise**

And our **experience** meant we normally
knew what to do next...

The events surrounding Covid removed
every one of those elements

**There was a moment when everyone knew
that no-one knew what they were doing**

And it's probably changed things in the NHS forever



“There’s no pre-Covid world to go back to.”

– Fiona Alexander, Director of Communications

So, what now?

When we don't always have a playbook,
how do we lead and manage people in ways
that care for and get the best out of them?

Our Leadership Behaviours are a
great starting point...



4a

Roddy's Bar



I take care of, develop
and celebrate my people.



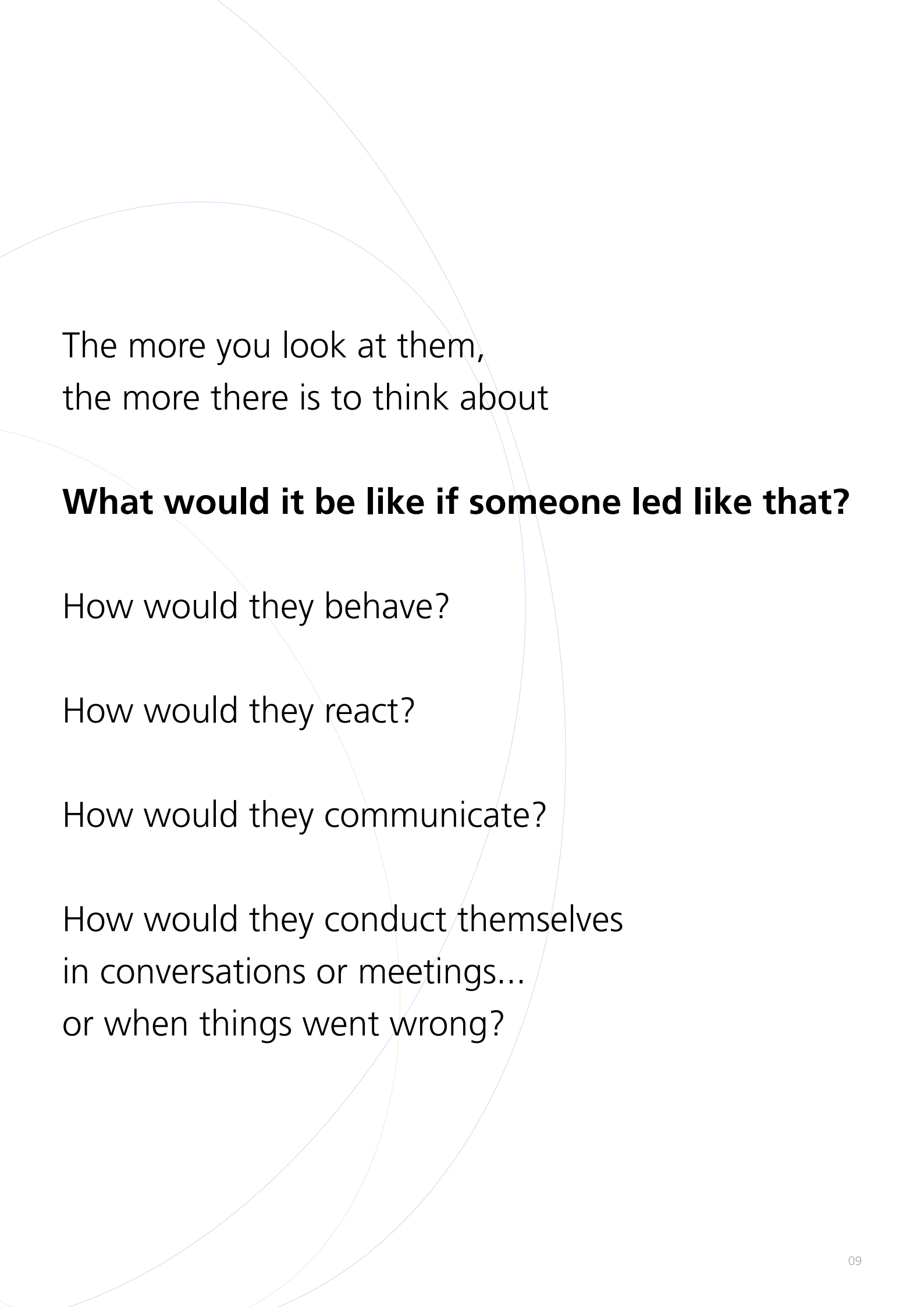
**I'm open-minded,
curious and fair.**



**I'm pro-active, positive
and do what I say I will.**



I take responsibility, I'm willing to do brave things and I'm always learning.



The more you look at them,
the more there is to think about

What would it be like if someone led like that?

How would they behave?

How would they react?

How would they communicate?

How would they conduct themselves
in conversations or meetings...
or when things went wrong?

The behaviours support an uncertain environment but give us a focus on how to operate and react as leaders and managers

Take another look at them - how closely does your leadership match where they're coming from?



Going forward, a few areas of focus and a handful of questions could help us lead our teams more effectively...

Describe Your Intent

A grade isn't a reason to follow someone

Real leadership happens when we give people a reason to follow us by choice

Q. WHAT'S YOUR PLAN?

Q. WHERE DO YOU WANT TO GET TO IN 12 OR 24 MONTHS TIME?

Q. WHAT DO YOU WANT TO SEE IN TERMS OF PERFORMANCE, TEAMWORK AND OVERALL OUTCOMES?

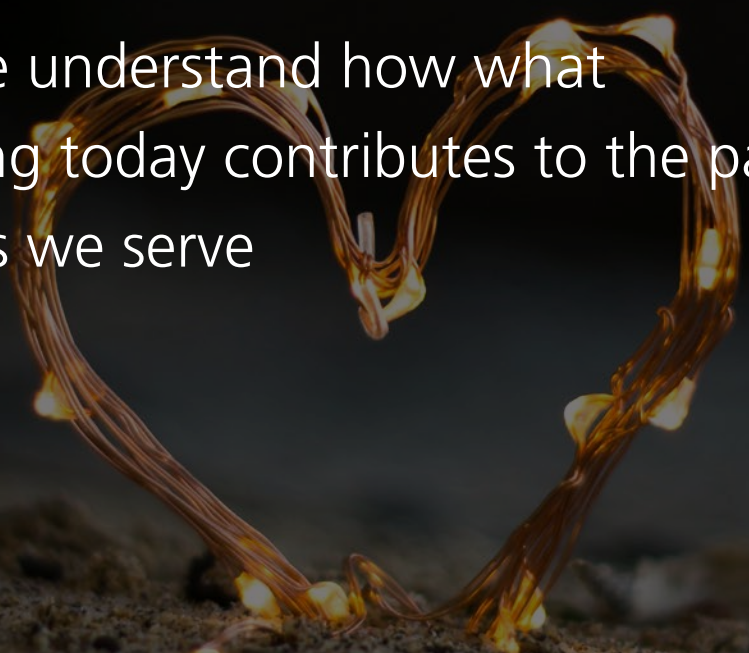
Q. WHAT ADJUSTMENTS MIGHT YOU NEED TO MAKE?

Q. ARE THERE ANY CONVERSATIONS YOU NEED TO HAVE WITH SPECIFIC PEOPLE IN YOUR TEAM?

Give Why Not What

Focus on the bigger plan for your team not just the operational pressures of the day

Help people understand how what they're doing today contributes to the patients and families we serve



- Q. WHY DOES YOUR TEAM EXIST AND HOW DOES IT MAKE A DIFFERENCE?
- Q. WHAT ARE YOU DOING THAT MAKES A DIFFERENCE?
- Q. HOW DO YOUR TEAM'S TASKS MOVE EVERYTHING FORWARD?

Move Beyond Competence

Great leadership & management isn't always about personal technical competence - it's often about communicating openly and making connections

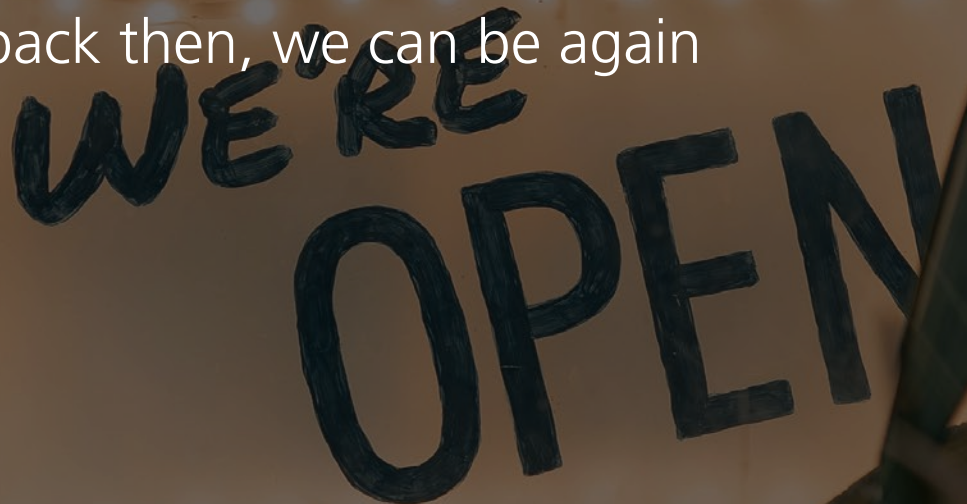
WE'RE
OPEN

- Q. HOW CAN YOU SHOW YOUR TEAM YOU CARE?
(THE SMALL THINGS MATTER)
- Q. WHAT MIGHT MAKE THE BIGGEST DIFFERENCE TO THEM?
(AND THEN DO THAT)
- Q. HOW CAN YOU SHOW AN INTEREST IN WHAT'S IMPORTANT TO THEM?
(ASK QUESTIONS AND REMEMBER THEIR ANSWERS)

Stay Flexible

So much has changed...
and it's all likely to keep changing for a while yet

If we were flexible back then, we can be again



WE'RE
OPEN

- Q. HOW WERE YOU FLEXIBLE DURING THE PANDEMIC?
- Q. HOW DID YOU FOCUS ON WHAT WAS MOST IMPORTANT?
- Q. HOW DID YOU WORK MOST EFFECTIVELY WITH THE PEOPLE AROUND YOU?
- Q. WHAT WOULD IT TAKE FOR YOU TO WORK THAT LIKE THAT EVERY DAY?

Leadership is changing - so let's stay on our toes,
care for our teams and above all, give our people
a reason every day to follow us.

