

Calm and Approachable

Supporting Workbook



"It's about being calm and saying no, we can do this."

– Cheryl Smith, Catering Coordinator

Getting the most out of this workbook

Print out this workbook to aid in your reflections
Take a few minutes to watch the episode
Review the actions to take throughout the workbook
Reflect on the key phrases that stand out to you
Think about how you can apply that to your team



"I think the most important qualities to be a successful leader are to be calm in any situation and approachable."

About this quote

During COVID, Cheryl's team were worried. They had to go on to wards where colleagues were in full PPE. It was scary at first and some got upset. Cheryl remained calm. She sought reassurance from her manager and was able to keep her team calm, by listening to their concerns and talking to them. This helped a great deal as the catering team were called upon to increase their services during COVID to provide meals for ITU and other colleagues working 24/7. They had to keep going.

- ☐ Check the mirror. When we're busy, it's easy to forget the impact we each have as team leaders watch this good practice episode:
 - https://buildinghealthier.co.uk/episode/check-the-mirror/
- ☐ This episode will help you reflect on the fact that what you do, your team does, and what your team does, patients are talking about

"At the turn of the year, there was three of us in, and I had to be one of those three - I got my hairnet on and I was washing up."

About this quote

Cheryl is not afraid to roll her sleeves up and get on with a job that needs doing. When the team was low on numbers, Cheryl did what was necessary to keep the catering function open. She didn't show her feelings of uncertainty. She washed up, operated a till and even cooked (she's a trained chef) when it was required. Cheryl assured the team around her that they could do what was required and they know that if she asks them to do anything, she is willing to do it herself.

☐ How much time do you spend doing what your team do? Schedule some time each week to get back to the floor
☐ When working onsite, be visible, and if you have a door, keep it open more than closed
☐ If you're working online, think about putting 'virtual coffee/catch up' slots in your calendar and make sure people know they can book them
☐ Consider scheduling days where job shadowing and role swaps can be part of your team's personal development plan

"I managed myself by speaking to my manager - and she was having the same issues."

About this quote

Cheryl uses peer to peer communication to help her manage herself to be a great leader. She has a supportive manager who is accessible and Cheryl communicates regularly. She also keeps in regular contact with people who do the same job as her and they make sure they talk together and help each other out. This helps Cheryl share issues and concerns, gives her a vital sounding board and sometimes, to just say how she's feeling when it might not be helpful to share that with her team.

- ☐ Create space in your 1:1 meetings with your manager for things that aren't on the "to-do" list, or progress updates
- ☐ Investigate creating a network of like minded peers to provide support and a sounding board when things are tough, an opportunity to share and solve issues and maybe sometimes just unburden some struggles

"My advice to other managers would be find out how other teams work in other hospitals."

About this quote

Cheryl actively seeks to find out how others do things. In turn, managers from other locations have come to see Cheryl, and how she does things. Cheryl is open to the idea that there may well be a better way of doing things, and that's ok. This sort of activity also promotes cross team and cross site networking. Connections like that are vitally important in a Trust of 22,000 people. Making those connections brings us closer together.

- ☐ Find out who does your job in a different location (if you don't know).

 Make contact and investigate how being connected could help you both.
- ☐ If you are managing changes, find out who has implemented the same changes in a different department or division and go and talk to them. How did they do it? What went well? What did they learn? How would they do it differently next time?

"I've always wanted to better myself."

About this quote

Cheryl is a great believer in looking for things she can learn. To learn more and to constantly look to better herself. Cheryl has built her qualifications over the years and that has enabled her to progress and also qualify for study support from the Trust.

Ш	Review your personal development plan. What's next? What do you need
	to do to get there?
	Take time with your team to review their development plans. Talk to them
	about their aspirations. Where do they want to be this time next year, in 2
	years and in 5 years? Have that conversation with each of them

"Learning something you thoroughly enjoy is easy."

- Cheryl Smith, Catering Coordinator





Calm and Approachable

Storytelling | Notes & Reflections



Calm and Approachable

Storytelling | Notes & Reflections
