



Relate and Communicate

Supporting Workbook

“To be a good leader you must be able to communicate at all levels.”

– Barry Panton, HR Advisor / Mediator

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



Watch the Episode Again

**“Mediation is looking at conflict.
What sort of informal
resolution do we implement?
Are both sides listened to and
feel like they were heard?”**

About this quote

In his role Barry spends time helping colleagues resolve conflict in an informal setting.

You may have situations in your team when conflict needs resolving.

Barry's quote is telling - both sides must be listened to and, crucially, feel like they were heard. It is also vital that people in conflict are given uninterrupted time to talk.

Key actions to take / reflect on

- If you have a conflict situation, remember Barry's golden rules: Give uninterrupted time to talk, listen and ensure people are heard. What do you need to do to facilitate this?
- Think about how this approach can help your leadership style outside of conflict situations: 1:1s, appraisals, team meetings. You can enhance your leadership by dialling up your listening skills

“It doesn’t matter what you’re leading, if you can’t relate and communicate to the people that you’re leading then that would be a problem in itself.”

About this quote

Barry advocates really getting to know your team, inside and outside work, so you can relate to them, and engage them. That way you can know what might be influencing their performance. Showing an interest also helps your team to feel valued and as Barry says, if they don’t feel valued, you won’t get the best from them.

Key actions to take / reflect on

- Take some time out to think about each member of your team. How well do you know them? What else do you need to do to help them flourish?
- Make time in 1:1s to check in with individual members of your team
- Allocate time in your diary when you don’t have to do anything else but check in with your team
- When working onsite, be visible and keep your door open as much as possible. If you’re working online, think about putting ‘virtual catch up’ slots in your calendar and make sure people know they can book them

“If somebody says to you as a first line leader at the beginning of the day, can I have 5 minutes today, then you should really be trying to factor that in.”

About this quote

One of your team asking for 5 minutes, probably means they need more than 5 minutes. Something is on their mind, and it's probably worth finding out what it is, as soon as possible. Good leaders aim to have enough flex in their day to allow for this type of request. Of course, it can be tricky when we're under pressure for time and feeling stretched. But be curious, and make the choice to find out what's going on for that person.

Key actions to take / reflect on

- Allow flex in your diary - block some time out for the unexpected
- Have a look at our episode on leadership behaviours:
 - <https://buildinghealthier.co.uk/episode/how-we-work-around-here/> you will see that being open-minded, curious and fair is a key strength we want to see from leaders at UHB. How can you dial this up?

“You can manage at close quarters but not be overbearing.”

About this quote

Barry’s work as a mediator brings him into contact with issues being raised by colleagues. Micro-management is sometimes cited as an issue. Not everyone can handle it. Barry advocates an alternative approach of observing from a distance and taking an objective view of what can be improved. Working alongside someone rather than out front telling them what to do can also be a much more effective way of leading.

Key actions to take / reflect on

- Take a step back and review the overall performance of your team
- Look for opportunities to get alongside people and see what they’re up to and how they’re doing
- Take the opportunity of team meetings to ask what the team thinks can be done better

“Sure you can set the tone, but listen to needs and get the team behind you and if you get the team behind you, you can go anywhere you want.”

About this quote

Everybody has different learning styles and can respond differently to top down communication. Your idea of how your team should be lead may be different from your team’s idea. It’s worth finding common ground and listening to their ideas and aspirations. Making time to get everyone pointed in the same direction and feeling good about it is invaluable.

Key actions to take / reflect on

- Tell less, engage more
- Ask open questions in team meetings don’t deliver a monologue
- Find out how your team members learn - what’s their style and what do they respond best to?

“Never forget to listen, because we can all talk, but you won’t know the story unless you listen.”

– Barry Panton, HR Advisor / Mediator



