

Impact In Leadership

Good Practice | Little Book of Nudges



People remember things about you.

You provoke a reaction;

hopefully a positive reaction,

but no reaction is still a reaction.

You cannot not communicate.

Even by not saying or doing anything,

you're still communicating messages to your team.



How do people perceive you as a leader?

How do you make that lasting impression on them?

A B C

**is a simple way to remember
about having an impact on your team.**



A is for attitude.

If you have had a bad start to the day and come into work in a bad mood, the team look to you to set the mood. This may be subconsciously or consciously, but it happens. If you are in a great mood, this reflects in your positive attitude and influences your team.



Make sure you are aware of yourself and how your attitude is affecting your behaviour and the impact this is then having on your team.

Before you walk into a meeting, send an email or lead a team meeting, be aware of yourself and how you are feeling today.

It is easy and takes a few seconds but can have a major impact on the interaction with your team.



As a leader, your standards become the standards of your team. You need to know what your standards are.

What do you expect your team to do?

How do you want them to behave?

Is turning up 5 minutes late acceptable?

Do you work in a planned and measured approach, or are you a “lastminute.com”?



B is for behaviour.

All you see is the tip of the behaviour iceberg. This is the behaviour someone is displaying, you can think of it as the 'external' you.

But, people don't just behave in a certain way, there is always something going on that drives that good or bad behaviour.

This is what lurks unseen below the waterline.



An iceberg floating in dark blue water. The top part of the iceberg is white and jagged, representing what is visible. The bottom part is submerged and dark, representing what is hidden. The water is dark and textured with ripples.

Everyone is different.

Your role as a leader is to work out what is going on underneath the water?

This is not easy; it takes skill and an investment in time in all members of your team.

What is it you cannot see?

Beneath the water are feelings, values, beliefs, motivations.

Find out what drives your team:

What do they value?

Why do they come to work?

What is their home situation?



The more you know and listen to your team, the easier it is to support them and make them feel valued at work.

It shows you care about them not only in a work capacity but as people with a life outside of work that they cherish.

Take time to find this out and ensure your communication style and approach are sensitive to your team's different styles.

Everyone is different, and one approach to leadership will not suit all.



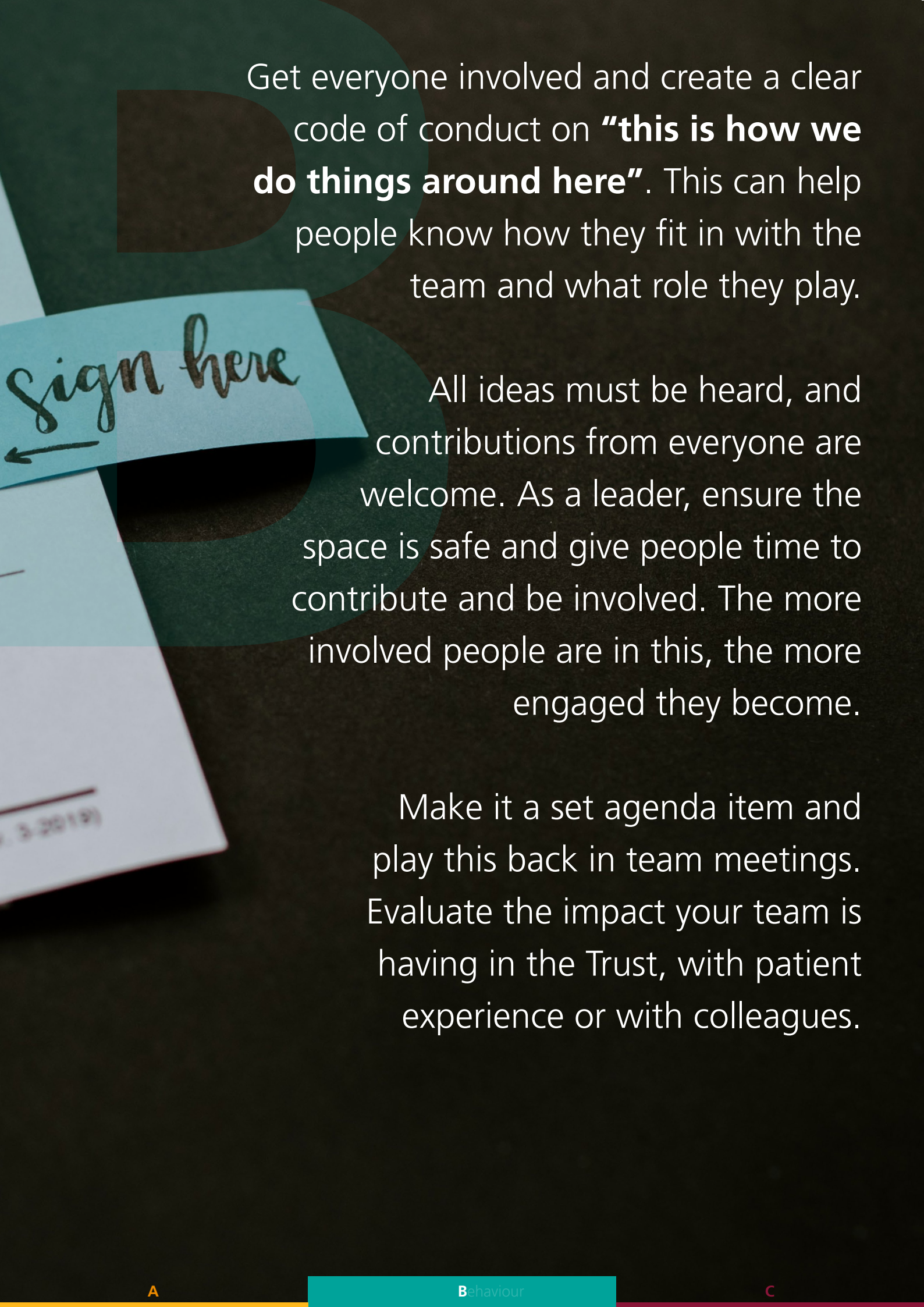


As a leader, you must create a safe environment for all of this to happen.

Your team won't open up to you if they think you'll judge them or if it isn't perceived as safe to do so.

High performing teams work as a team to ensure that they have set the standards and behaviours that everyone signs up to -

and they talk openly and honestly about those standards; where they are met, and where they are not.



Get everyone involved and create a clear code of conduct on **“this is how we do things around here”**. This can help people know how they fit in with the team and what role they play.

All ideas must be heard, and contributions from everyone are welcome. As a leader, ensure the space is safe and give people time to contribute and be involved. The more involved people are in this, the more engaged they become.

Make it a set agenda item and play this back in team meetings. Evaluate the impact your team is having in the Trust, with patient experience or with colleagues.

C is for communication.

As a leader, you are always communicating:

By the way you dress, what you wear, how you hold yourself, walk, your tone and pitch of voice, all of these things make up how people see you and how you make them feel. So engage your team, don't alienate them



When you send an email, hold a meeting, have a quick chat in the corridor you are communicating and making an impact as a leader.

How you frame the message, the language you use, your body language, tone of voice all are communicating a message.

These need to be in harmony to ensure the message lands with the person/team as you intended.

Read expressions and body language when people are listening to you. Adjust if needed to ensure you are making the right impact



Everyone is different and can see and hear things differently to you and other colleagues. Just because someone may think differently to you doesn't mean they are wrong.

How do make people you feel?

What do they remember about you?


What impression of you do they have?



Remember, you cannot not communicate even if you don't say anything. If you ask for feedback, you'll start to understand exactly what sort of impact you're making as a leader.

When you have delivered a tough message or a new initiative, **ask your team how the message landed with them.** How did it make them feel as individuals and as a team?



A pair of white earbuds is shown against a light grey background. A large, semi-transparent pink circle is overlaid on the right side of the image, partially covering the earbuds. The earbuds are positioned diagonally, with one earbud in the foreground and the other slightly behind it. The text is placed to the left of the earbuds.

Feedback is invaluable as a leader, and we are not always used to asking for it, but it can really help your own personal development.

If you don't ask for feedback, how do you know what sort of impact you are making?

A + B + C

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Personal Impact

Use it with yourself to set the standards and get those checks in place, but also use it with your team. Next time you have a team meeting, start talking about ABC."

