



# Learning From The Team

Supporting Workbook



Building healthier teams

**“I’m a very positive person. I’ve got a very good outlook and I like positivity.”**

– Karen Biles, Group Support Manager, Facilities

### **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**

**“I sat back and looked at that and thought, this is someone I need as an ally.”**

### **About this quote**

Karen describes a time when she recognised that someone in her team who was known as a “troublemaker” could be an ally. She employed all her listening skills and found out the other side of the story. Karen makes a good point that “troublemakers” aren’t necessarily that, it’s just that they speak up and have a voice where others may stay quiet. Karen used this situation to understand what was going on in her team and to understand what people wanted and needed during a time of change.

### **Key actions to take / reflect on**

- Really listening to both sides of a story is critical
- From listening, identify what colleagues need to be able to move through change
- Don’t dismiss ‘troublemakers’; they can reveal what’s really happening

# **“You have to work with what’s important to people and what motivates people.”**

## **About this quote**

When going through a period of change, Karen took time to really understand what was important to her team on an individual level. There were many different needs, and she went into detail with people. Their bands might have been changing, their personal situations may have been impacted. Karen made sure everything that was important was understood.

## **Key actions to take / reflect on**

- Everyone is different. When going through a period of change which affects people’s individual circumstances, it’s important to get into the detail
- Trying to retain a positive outlook during a time of change can be challenging. By focusing on what is motivating your team and paying attention to that, it can help to reduce negative feelings

# “I took control of my own destiny.”

## About this quote

When Karen was placed at risk of redundancy, rather than be put into a recruitment pool, she proactively applied for roles. Karen could have sat back and let things happen, but she wanted to have more control over where she was headed.

## Key actions to take / reflect on

- Think about how you would approach a career changing event
- Identify what you can control and what you can't
- Focus on what you can control

**“I wasn't here to criticise and challenge, I was here to look into, how can we make things better.”**

### **About this quote**

Karen took a role in a recruitment function that needed to be improved. She met resistance at first but focused on what was needed to make things better - for the service, the staff and ultimately, patients. Karen reached out to her customers. These were other UHB departments who used the recruitment team. Karen engaged them in the improvement programme, listened to the difficulties they had with the service and invited them into her environment so that the improvements became a shared agenda. Karen also focused on individual team members, taking care to guide them through what changes were required, why they were necessary and how they would be implemented.

### **Key actions to take / reflect on**

- We are all here for our patients, but colleagues can be “customers” of your service
- Think about your team. How do they interact with colleagues/customers?
- How can you engage the people who use your service, when you want to make things better?

**“We unpicked everything, we looked at every step of the process to enable us to put it back together, so it worked for the team.”**

– Karen Biles, Group Support Manager, Facilities







