



Leading With Vision

Supporting Workbook



Building healthier teams

“Ultimately, data is useless without decisions, and making the right decisions is really, really important.”

– Christopher Stephen, Head of Health Informatics

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

“What I try and convey to my colleagues is that the work we do lays the foundations for everything that comes after it, and although we’re not directly treating anybody or helping in terms of active medical care, we can influence an awful lot of people and have a big impact on the health service as a result.”

Chris talks about data with huge enthusiasm. But that’s not because he simply enjoys *“counting the beans”*, it’s because he makes a human connection with the data and brings it to life. Chris makes sure that his team understand the human aspect of what they are doing and what the data they are working with will influence. Put simply, it’s about purpose. Chris articulates purpose for his colleagues, he doesn’t just talk about the data.

Chris also talks about the best colleagues that he’s worked for and with have always been able to portray that message of how vital a ‘back office’ function is: *“If I don’t do A, then they can’t do B, and if they can’t do B then C doesn’t happen, and C is someone’s parents or someone’s child in hospital.”*

Key actions to take / reflect on

- You may work directly with patients and their families, in which case, purpose is straightforward. But if you don’t, can you articulate the purpose of your team in human terms?
- Think about your decision-making process. Think about the balance between gut instinct and data. What do you use and rely upon when making decisions?
- Make sure your team know how they make a difference to patients and their families. Make that human connection

**“Why are they doing what they’re doing?
Why are they saying what they’re saying?
What would I say in their shoes? What they’re
saying is better than what I’d have said.
Remember it, bottle it, and think about it again.”**

About this quote

Chris remembers going to meetings where he has said very little, but he has observed those around the table: What they say and how they say it. He’s soaked up these experiences and reflected upon them. He’s seen good and bad behaviours and filtered out the bad and used some of the good things that he’s observed for himself.

Key actions to take / reflect on

- Try to find opportunities to observe more senior leaders and managers at work
- Think about your manager:
 - What do you notice?
 - How do they operate?
 - What do you admire?
 - What can you use?

“I’ve always been a bit loud and a bit noisy and willing to speak up regardless of the context.”

About this quote

Chris uses the phrase *“never be afraid of an idea”*. He also talks about being willing to speak up and say what you think. Chris acknowledges that he won’t always be right and may get corrected. But he treats this as a learning opportunity, not a criticism. Using this tactic, Chris has found himself in many situations where people are interested in what he has to say.

Key actions to take / reflect on

- Try and approach meetings and conversations with a ‘no such thing as a bad idea’ attitude
- Have you ever been in a situation where you’ve had an idea but been afraid to put it forward? What would be the worst that could happen if you did?
- Chris’s approach would be good to adopt in team meetings to encourage open, honest dialogue and ideas

**“Good leaders will always listen so
don’t be afraid to vocalise your ideas.”**

– Christopher Stephen, Head of Health Informatics



