



Looking Outwards

Supporting Workbook



Building healthier teams

“I do really enjoy that opportunity to almost sponge the best bits of everybody that I’ve worked with.”

– Sally Austin, Divisional Managing Director

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’m very much influenced by the collaborative style that I’ve seen.”

About this quote

Sally talks about soaking up the best bits of leaders that she’s worked with over the years and using those experiences to shape her own approach and leadership style. She is particularly focused on a collaborative style: Looking at problems from lots of different angles before deciding and using the skills and experiences of different people to get to the answer. Those people could be within Sally’s team, but they could also be from the wider organisation.

Key actions to take / reflect on

- Think about the leaders that you have worked with
- What are the best bits you have taken from those people?
- What else could you use?
- Think about how you can extend your reach across the organisation to collaborate with the right people

“Being really clear about setting expectations: I think where teams know what’s expected, they can stand up and they can perform, and we can support them insofar as developing where that might be needed or stretching them where they’re excelling.”

About this quote

Sally mentions setting clear expectations several times during her film. It’s clearly a very important part of what she does. It’s important because if her teams don’t know what’s expected they can’t perform. When expectations are crystal clear, and everyone in the team is aligned, reaching the objective is far more likely. Sally also makes the point that managing expectations helps with supporting her teams. Development support is easier to identify, and she can also push high performers higher.

Key actions to take / reflect on

- Think about the last time you discussed objectives with your team.
- How clear were the expectations?
- How did you ensure that everyone knew what was required?
- It’s your job to set expectations and ensure they’re clear – then you can support your team

“The Trust Values: I really do look to try and implement them as part of all the interactions I have.”

About this quote

Sally is a big advocate for the UHB values. Connected shows up when her teams work together within the division, but also when collaborating with teams across the Trust.

Sally looks after her team. What she does may seem like small, obvious things to do (checking in with people, being kind) but they make a difference.

Sally sees ‘Bold’ as looking outwards, looking at how other teams do things differently, whether it’s in the Midlands, this country, or a great solution in a different part of the world.

Key actions to take / reflect on

- Think about how the values show up for you.
How do they play out in your team?
- What would it take for someone to describe you and your team, using the values?
- Keep the values front of mind in all your interactions

“There are a number of situations and failures that I’ve experienced in my working life that have influenced how I work.”

About this quote

This is all about learning from things that haven’t gone so well. Sally talks about managing the balance between letting people get on with things and trusting them, but also checking in just to see that things are going as she would want them to. Sally is also keen that her leadership creates an environment that supports success as well as failure: Having an open, honest culture. Being present with people and experiencing what they experience. Using a coaching approach so that people can understand what they can change for next time.

Key actions to take / reflect on

- Don’t be afraid of failure
- A culture within your team that is open about things that haven’t gone well is healthy
- Think about your team and the culture that prevails. Does it support both success and failure?

**“By learning how to fail, it teaches
you how to succeed better.”**

– Sally Austin, Divisional Managing Director



