



Actively Listen

Supporting Workbook



Building healthier teams

“It is difficult coming into a new environment and being a person, who people are looking up to and you know, you’re the role model.”

– Jamie Richardson, Pharmacy Operations and Performance Manager

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

“You’re the person who’s got to come in and make some really difficult decisions and make quick changes.”

About this quote

Jamie talks about the time he joined the UHB Team at Good Hope and he came into a role and had to deal with some cultural change, quickly. It was difficult and he describes how he had to get people on board and pulling in the same direction. It was tough. As part of getting to know what was happening Jamie set up a ‘What matters to you’ initiative which allowed colleagues to post confidential comments and questions about the issues in the team. This enabled Jamie to get to the crux of the issues.

Key actions to take / reflect on

- It was crucial for Jamie to spend time initially, getting to know people and what made them tick
- The ‘What matters to you’ initiative didn’t take a long time to set up and it was low budget. Some leaflets, 4 questions and a cardboard box
- Sometimes, the simplest of ideas can provoke a big response. It doesn’t have to be complicated

“Are we being kind to people?”

About this quote

Once Jamie had got to the bottom of some of the issues that were challenging the culture in his team, he started talking about ‘Civility in the workplace’ and spent time talking about what it really meant. Jamie worked with the team on how their behaviour had a knock-on impact on each other. It was a refocus, on being kind to one another and dealing with issues in a civil way.

Key actions to take / reflect on

- Focusing on being kind had positive impacts
- Performance improved
- Positive behaviour change was noted
- Less performance improvement programmes required
- Absences dropped
- Staff turnover dropped
- The actions that Jamie and his team took helped to make people feel more valued at work
- Check out the UHB Leadership Lecture here:
<https://vimeopro.com/uhbhnsft/uhb-leadership-lectures/video/388478873>
- Check out Chris Turner’s Ted Talk, referenced by Jamie here:
https://www.ted.com/talks/chris_turner_when_rudeness_in_teams_turns_deadly

“It was very early on in my career when I worked in Warrington Hospital as a student pharmacy technician, where I saw my first experience of what I would call an exceptional leader. One of the things that I found with this individual was **the ability to listen and being an active listener. It is probably one of the key things that I’ve taken on.”**

About this quote

Good leaders listen, then act. Jamie has had positive experiences in his career with people who **really** listen, and he finds it a key skill that is vital in his role managing and leading a large team.

Key actions to take / reflect on

- Look up ‘listen’ in a dictionary and the definition includes, ‘make an effort to hear something’
- Think about times when you need to listen – how much of an effort do you make?
- Listening is not about finding your opportunity to jump in and say what you want to say
- Listening is about understanding what another person thinks and feels

“If I was to give three pieces of advice to somebody moving into a new management position, I would probably say listen, listening intently, be an active listener. Be visible, and sometimes you’ve got to roll your sleeves up and get stuck in.”

– Jamie Richardson, Pharmacy Operations and Performance Manager



