



Challenge My Thinking

Supporting Workbook



Building healthier teams

“I had a consultant that I worked very, very closely with, who literally pushed me to make me think differently.”

– Jara Phatthey, Team Manager, Umbrella Sexual Health Services

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

“He made me into a problem solver, and he would challenge me a lot.”

About this quote

Jara talks about mentors she has had during her career as a health adviser. One consultant always challenged her thinking and encouraged her to look at problems and situations from different angles. He would encourage her to think about things, he never gave her an answer and always pushed Jara to go and find the answer. Jara employs a similar style with her team now and pushes them to find things out for themselves to help their learning.

Key actions to take / reflect on

- There's a big difference in leadership style between telling people the answer and encouraging people to think and investigate for themselves. Which type of leader are you?
- Think about situations you can use to encourage curiosity from your team. Situations when your team bring you things to solve
- 'What would you do?' would be a great question to have ready in your team meetings and 1:1s

“I started to think ‘how do I get in here?’ because this is what I want to do.”

About this quote

Jara didn't give up on a career in health advising despite being unsuccessful at two interviews. She was resilient and she kept working at what she needed to do to improve her chances. She didn't give up and was successful.

Key actions to take / reflect on

- This is helpful for you as a leader and for your team
- If you know you're headed in a particular direction, do you know everything that will help you to get there?
- What do you need to do to give you the best chance of success (in Jara's case it was putting a particular focus into her qualifications)?
- Build a profile for each of the people in your team so that you really understand what they're like, what they need and what would make the biggest difference to their personal development plan

“I learnt how to negotiate. I learnt how to deal with difficult situations.”

About this quote

Jara describes how much she learnt whilst working at HMP Birmingham. It's a good example of doing a job requiring a certain set of skills (patient care) and learning other skills in the process (negotiating and dealing with conflict).

Key actions to take / reflect on

- Think about situations when you have come away thinking, 'I've learned something there'. How do you capture them and use them?
- Write a list of the skills and behaviours you think you need to do your job
- Share your thoughts with your team – what can they add?
- Doing this can help with inducting people into your team and development plans

“I know, that not only being a woman, but being black as well, whatever I do I have to do it to the fullest of my potential.”

About this quote

Jara describes how her Mum always told her how much potential she had and to really go for it in anything that she did. No half measures. Jara has taken this with her into her leadership style. She doesn't go about things half-heartedly and this inspires her team.

Key actions to take / reflect on

- If your team see you giving less than 100%, they probably won't give 100% either
- How can you inspire your team with 'no half measures'?
- Make sure your team profile includes 'potential' for each member of your team and share it with them

“I don’t stop. I like to always push myself and I like to solve problems.”

– Jara Phatthey, Team Manager, Umbrella Sexual Health Services



