



# Leading Through Uncertainty

Supporting Workbook



Building healthier teams

**“You’ve got a non-respiratory person, who’s never done real independent leadership before, that takes on a ward for a respiratory virus that’s taking over the world. So that was fun.”**

– Natasha Salmon, Matron, Trauma and Orthopaedics

### 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 had to quickly learn about people management and being emotionally available.”**

When Natasha stepped up to a band 7 role, she quickly realised that she wasn't just managing a ward, she was managing people. Given the timing, it was critical that she was available for her team as emotional and well-being support, as well as making sure things ran smoothly. Leading through this time of uncertainty was the making of Natasha. She grasped the opportunity and learned a huge amount about herself in the process.

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

- Think about what your team needs from you
- Natasha describes being a social-worker and a caretaker. What words describe your leadership?
- When something unusual or unexpected happens that stretches you, think about the opportunities that arise

**“For me it wasn’t a banding, I just became a leader, a leader for everything. I didn’t just manage a ward, I managed people and it wasn’t just people on my ward it was people across the hospital.”**

Natasha describes a time when people outside her ward were as much of an influence on what she was doing as her team. She describes being the sandwich between operational management dealing with a crisis, and the “faces in front of her”. Natasha had to strike a balance between constantly changing requirements and what her team were experiencing. She did this by being open and honest with her team, sharing all available information and asking for ideas.

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

- Think about times when you have had to balance operational requirements with what your team are experiencing
- Always ask your team what they think should be done
- Who are your key stakeholders outside your own area?  
Take time to listen and understand their requirements too

**“I wasn’t told how I had to implement; you were just told this needs to be done.”**

Natasha had to innovate in a constantly changing environment. Information was key, but gossip and Chinese whispers also came into play. Natasha implemented a “safety huddle” which became a focal point for her and her team. This helped everyone stay on the same page and keep up with changes.

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

- What do you do to keep your team up to date and in the picture, every day?

## **“I’m very in tune with teaching, learning and mentoring.”**

Natasha has an interest in her team to the extent that she wants them to be in a happy place at work. If someone wants to move on, Natasha is keen to know why and if it is for progression. She makes sure that if it’s a sideways move, she finds out if anything is wrong within her area. Natasha actively encourages her team to come to her with development opportunities and will expect people to move on from her team despite that fact that it may be easier for her to keep them in situ.

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

- Talk regularly to your team about their development plans
- It’s good to know what their aspirations are
- If people want to move on from your team, be curious, and find out why and if you need to change anything

**“People don’t always expect you to have the right answer, but they expect you to tell the truth.”**

– Natasha Salmon, Matron, Trauma and Orthopaedics







