



Dare to Lead

Supporting Workbook



Building healthier teams

“You’re being really unkind to yourself if you are adopting leadership traits that aren’t true to you or your values.”

– Ruth Pearce, Head of School of Nursing, AHPs and Midwifery

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 was told by my then boss, that I was too soft for management.”

About this quote

Ruth talks about how she was told (some time ago) that she was too soft for management. Upon reflection, she has realised that there's nothing wrong with being a kind, approachable and nice person as well as being a leader. Ruth also signposts the work of Brené Brown that has helped her develop her leadership style that is firmly aligned with her values. And if you think about it, it firmly aligns with UHB's values too: Kind. Connected. Bold. Brené's work talks a lot about how it's ok to be vulnerable and how important it is to be your authentic self when you're a leader.

There's no need to try and be someone that you're not.

Key actions to take / reflect on

- How does your style align with your values and what's important to you?
- If someone is telling you how you 'should' behave, listen, but remember to be yourself
- If something or someone has put you off doing what you want to do, take some time to re-evaluate that situation. Ruth's advice is clear: Don't be put off
- Check out Brené Brown's work here:
<https://brenebrown.com/collections/getting-started-with-brene/>

“I think, and I hope my team would say that I’m a good leader, but an okay manager.”

About this quote

This is an interesting thing to say. Is it okay to be an ‘okay manager’ but a good leader? Absolutely. Of course, there will always be things that you have to manage. Ruth isn’t saying that you should ignore this, she is saying that you bring your own style and work alongside people to get things done. Maybe the strength of your team can help with ‘managing’ if you have been able to build a team that has different strengths. Some of the things you must manage can be great development work for people in your team, and an opportunity to delegate.

Key actions to take / reflect on

- Think about leadership versus management: how would your team describe you?
- Take a look at the chapter 2 of ‘7 Ways To Get Going As A Team Manager’ on Building Healthier Teams:
<https://buildinghealthier.co.uk/leadership/#02-management-vs-leadership>

“If I want to do something and I’m unsure about it, it won’t put me off if I were to fail, because we’ll never get anywhere if we don’t try and if we don’t push.”

About this quote

Ruth’s approach is that it is okay to fail. She’s bold. She tries new things out and if they don’t quite work out, that’s okay. She talks about brave conversations and having courage, using a coaching approach. These things are important because you’ll never know unless you try things.

Key actions to take / reflect on

- Talk to your manager about this approach
- What do you want to try?
- What could be beneficial to change in your area, for the benefit of patients and their families?

“You will probably know in yourself what you think you want to do and what you think looks good.”

**Ruth offers sound advice on
what to do if you want to try something new:**

- Build a network
- Have conversations with the right people to get them on board
- Talk about how you see things being different
- Communicate ‘why’ you want to give it a go
- Be open, honest, and transparent
- If it doesn’t go well, acknowledge
- If it does go well, fabulous!
- It’s about communication, authenticity, and the reason **why**

“What I do like about Brené is whilst it is that power of vulnerability, what she wants you to do is get in the arena, dare to lead and have those brave conversations.”

– Ruth Pearce, Head of School of Nursing, AHPs and Midwifery



