

Start With Positivity

Supporting Workbook



"I like to gain people's respect."

– Lucy Henderson, Senior Sister, Solihull Main Theatres

Getting the most out of this workbook

☐ Print out this workbook to aid in your reflections
☐ Take a few minutes to watch the episode
\square Review the actions to take throughout the workbool
□ Reflect on the key phrases that stand out to you
☐ Think about how you can apply that to your team



"They know that I can go out onto the shop floor so to speak, and help and support them and muck in when necessary."

About this quote

Lucy has built her career in Theatres since 1999. She's fulfilled several different roles at different levels. She has a wealth of experience, and she uses this to gain the respect of her team. They know she knows what to do and can support them accordingly. This is a helpful position for a leader, particularly for someone like Lucy with a large team.

How do you use your skills and expertise in your leadership role?
Think about the balance between helping the team and mucking in, alongside giving them the opportunity to try new things and build their confidence
If you have the leadership skills, but not the specific expertise of your team, check out Louise Milligan's story here:
https://buildinghealthier.co.uk/episode/louise-milligan/

"What I always wanted from my managers ... in the past has been the ability to be honest."

About this quote

This may seem like an obvious thing to say. Honesty is important. But as a leader, your team must trust that they can come and talk to you about anything. Lucy uses the analogy of asking for time off for a nativity play at Christmas, as opposed to calling in sick. Lucy twins this importance of honesty with her focus on supporting a healthy balance for her team in their work and life.

Reflect upon the issues that your team bring to you, about them personally
How do you encourage your team to be open and honest with you?
Think about how being open and honest within your team helps and
supports you with your leadership

"I don't feel you can get the best out of anybody by being negative or being grumpy."

About this quote

Lucy's catch phrase is "it'll be fine". Her team have made her an apron saying just that. When they're up against it, as a leader, Lucy focuses on staying positive, because she takes inspiration from positive people.

If you're struggling with a sense of positivity with your team, Lucy has several suggestions:
☐ Keep going, don't give up
☐ "Kill them with kindness"
☐ Team building exercises to break down barriers — talk to Lucy about these and how she uses them
☐ Encourage collaboration, sharing issues and solutions
☐ Involve people. Give the team a voice, ask for their opinions which in turn helps them to feel valued

"We tend to hold onto staff, retain staff here, for a multitude of reasons really."

About this quote

Lucy has a stable team and doesn't tend to lose too many people.

Training is a big focus, as is personal development, and they talk about it a lot. It's not something reserved for annual appraisals. It's an ongoing conversation. They also place a lot of emphasis on reflecting and learning from their experiences. Debriefs are important. Not only what didn't go so well, but what went well.

	Think about the amount of time you spend talking with your team about
	their development, both individually and collectively. Is it enough?
☐ What's your team's version of "reflect, debrief, how can we do	
	better next time?"

"When people stop being managers and leaders and start to be people, they [your team] understand that we're all human and they buy into you."

– Lucy Henderson, Senior Sister, Solihull Main Theatres





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Storytelling | Notes & Reflections



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