



Building healthier teams


First Impressions Count

Supporting Workbook

“I always put myself in the position of, if I was going into a new job, what would I want someone to do for me?”




A leader who takes responsibility

 **“I’m recruiting that person into my team. I’m going to be their direct line manager on a day-to-day basis. So, I see it as my responsibility to make sure that they feel happy when they join us, and they’re comfortable. They know what they’re going to be doing. I say that’s my responsibility to do that.”**


Deanne is unequivocal about making new starters in her team feel welcome. She does not delegate this and makes time for new recruits right from day one. It’s her responsibility. Deanne puts time in to ensure there are no issues for the new starters. Questions can be answered quickly. Uncertainty can be put to rest, and the emphasis is on making people feel comfortable.

Deanne wants to give people the tools to do the job early on. She shares how things are done, what the team is there to do and what they are working towards. She shares the vision and makes sure people know where they fit in. This sets new people up for success.


-  Think about your induction process for new people joining your team. Are you happy with it?
- Make sure new people know where the Trust is headed and how your team fits into that vision.
- Ask your most recent new starters how comfortable they felt when joining. What could be improved?

 Notes and reflections: _____

The importance of orientation


 **“We are a huge team, so there’s a lot of people for (new) people to get to know. You’re not going to do that on your first day, probably your first week or even your first month.”**

Deanne realises the importance of orientating her new people. It’s very difficult to navigate without a map. Deanne has made sure that there is a map that shows who is who, and who is where across the ten locations where her team are situated. Simple but highly effective. Deanne also has strategies to help new people get to know their colleagues and put names to faces as quickly as possible. Lots of information is collated for the new starter in a pack which is tailored to the individual and their role.


-  Does your team or department need a map?
- If your team is smaller than Deanne’s, what can you do for new colleagues that would have the same impact?
- Tailoring materials for new people and their specific roles can help them feel valued.

 Notes and reflections: _____

What does good look like?


 **“We also spend about three or four hours sitting down with them on the first day, explaining what Cardiology is all about, what we do, and what the team looks like.”**

Everyone in your team should know what good looks like. If they don't, they're more likely to get something wrong. Deanne instils this sense of doing things the right way from the beginning. It's a great way to set people up for success.


-  Knowing what good looks like, and how things are done right is an essential ingredient for a successful team.
- Your job as team leader and manager is to make sure everyone knows what is expected of them.
- If you haven't already, watch the episode on performance management here: <https://buildinghealthier.co.uk/episode/performance-management/>
- If you have, maybe give yourself a refresh and watch it again.

 Notes and reflections: _____

Nurturing talented people so they want to stay

 **“People that we have recruited over the last few years are still here with us.”**

High turnover can be so disruptive and have a negative impact on your whole team. Deanne’s approach to new colleagues is designed with one thing in mind: Helping people want to stay in the job. Building comfort and confidence from day one, with a personal touch, are the building blocks required for retaining team members.

-  What can you take from Deanne’s approach and implement in your team?
- Look at your retention numbers and check in with yourself – are you giving it enough attention?
- Remember, where you focus your attention is where you will achieve results and influence outcomes:
<https://buildinghealthier.co.uk/nudges/05-attention/>

 Notes and reflections: _____
