

Freedom To Be Autonomous

Supporting Workbook

"My inspirational leaders, the first one was on the ward. She didn't want to step on anybody's toes, but she also had the confidence in those of us that were there to say, how would you like to do it?"





"It's that bit of leadership and the support that I think has been the most amazing...and that's what I try and do now."

Rachel has benefited from leadership that has allowed her to have autonomy, and to use her initiative and ideas. Inclusive leadership which has sought her opinions and allowed her to try things. Rachel now tries to embody this with her teams in Research. This has resulted in colleagues who know Rachel is fair and will support them even if they make a mistake.

ш	Think about your role and your team.
	Think about the extent you 'direct' people, compared to asking them how they would do something.
	To what degree can you apply Rachel's principles of autonomy?
No	tes and reflections:

No blame, only learning

?	"It should never be about blame.
	Invariably, it's about support and training."

Rachel is passionate about backing her team. Having given them the autonomy, she can't then reprimand them for not doing something the way she would have done it. Rachel points out that invariably, colleagues may have lacked some support or needed a bit more training. She is also clear that blame is not a factor.

	Rachel's approach builds strong levels of trust with her team. She backs them up and will examine all aspects if something goes wrong.
	This gives plenty of opportunity for colleagues to learn.
	Rachel always wants a happy, working team and knows that her leadership style is a huge factor.
No	tes and reflections:

Reflect on your time and experience as a leader

"It's about time and experience. I don't do that now, but I can't say hand on heart that I haven't done it in the past."

Rachel is candid and authentic when she reflects on her leadership style. She had been talking about not reprimanding someone for not doing something the way she would have done it. Reflecting that she may well have done so in the past. Rachel realises that over time, as a leader you never stop learning from your experiences. Situations, problems, and issues become familiar when they recur, and you can apply the learning from the past.

F	☐ It's not a weakness to make mistakes.
	☐ Learning from your experience is an essential part of developing your leadership style.
	☐ Try documenting your learnings so you can refer back.
Ø	Notes and reflections: