



Building healthier teams




# Open and Transparent Conversations

Supporting Workbook

**“Over time you build up trust and rapport  
with your service leads and colleagues.”**



## Promote transparency

 **“I really promote transparency. I need to understand why there are challenges.”**

Helen is relatively new to her current role. A big part of that role is prioritising theatre time across her CDG. Capacity is stretched and very often there is more demand than supply. Helen deals with this by bringing people together, encouraging discussion, solutions and innovative thinking. Helen sees her role as a facilitator. She doesn't tell people what will happen. She does research, gets people together and seeks solutions around the table, collaboratively.

In all of this, the need for people to be open and transparent is important. Helen sets that out at the beginning of each meeting she has, encouraging people to talk openly.



- Think about how you deal with situations where there is no easy answer. How do you deal with them?
- Identifying the right people who can help you get to the solution is important.
- Do your research up front. What are the issues? Is there something historic that's getting in the way?
- Make sure you don't lose sight of the bigger picture.



Notes and reflections: \_\_\_\_\_

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## Remove the blockers

 **“One of the concerning behaviours I’ve experienced in my role previously is if you have individuals who are blockers and aren’t willing to look at alternative ways of doing things.”**

Helen talks about the challenges of individuals representing their own areas and not seeing or understanding the bigger picture. In these circumstances, Helen brings people together to help them understand the bigger picture, without judgement. Sometimes she has those conversations outside of meetings. There is clearly a degree of diplomacy required here. Helen’s research prior to meetings and conversations will stand her in good stead. She makes sure she understands all the issues and challenges, so the big picture is crystal clear.

-   Think about when you may have to help ‘blockers’ see the bigger picture.
- How do those conversations go now?
- How might you adapt your approach when individuals are seemingly unwilling to look at alternatives?

 Notes and reflections:

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## **Building trust gets people on your side**

 **“It can be quite challenging if individuals go to very senior members of the Trust, and we have conversations with them as to why we might not be able to support.”**

Helen is relatively new in her role and has the tricky task of prioritising theatre time when demand exceeds supply. Sometimes people will go over her head and try to change the decision. Rather than being upset about this, Helen sees it as something that will change once she has built trust with the key stakeholders that she deals with. She is confident that regardless of seniority, once she has built up her open and transparent approach to finding solutions that this will happen less and less.

-   If people go over your head, don't react and take it personally.
- Identify all key stakeholders when looking for solutions, and make sure they're involved in the process.
- Encourage openness and transparency so that all the facts are clear.

 Notes and reflections:

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