



Building healthier teams



# A Constructive Team

Supporting Workbook

**"I think from who I was nearly 4 years  
ago is so different to who I am now.  
Management is learning."**





## Your energy is your team's energy



**"As a leader if you're someone with that positive attitude and the mental push to achieve what we can out of the day then everyone else is going to take that on."**

**"If you come in and you're a bit lethargic, then everyone instils that in themselves."**

Philippa talks about the impact a leader can have on their team every day. If your energy and enthusiasm is low, chances are your team will follow suit. Philippa has learned this over time and makes a conscious effort to tackle whatever the day brings and make the best of it.



- ☐ This can be easier said than done. But recognising it is so important.
- ☐ Try reminding yourself each time you start work.
- ☐ This BHT content is always worth a look for reminding yourself of the importance of the point that Philippa makes: [Check The Mirror](#)



Notes and reflections:

This image shows a single sheet of white paper with horizontal ruling lines. The lines are evenly spaced and run across the width of the page. There are no margins, text, or other markings on the paper.



## Welcome and invite constructive challenge



**“Come and talk to me, come and say if you think this is not right or if what I’m trying to say is wrong, then I’m here to listen.”**

Philippa has led Cardiac Theatres through change, and she has had to bring her team with her. She’s done this by sharing a vision and sowing seeds along the way to nurture her team. At the same time, she is clear about inviting her team to tell her what they think, whether they agree or not. She welcomes constructive challenge and is always prepared to listen.



- ☐ Reflect upon how open you are to receiving challenges.
- ☐ By listening to different perspectives, you can shape a way forward that everyone buys into.
- ☐ People who feel listened to will feel valued.
- ☐ The changes become more of their idea and their investment.



Notes and reflections:

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## Acknowledge when you've got it wrong



**"I've always tried to push myself in terms of decision making to move things forward, but I don't always get it right."**

**"As a manager it's more important to acknowledge when I get it wrong."**

**"I don't have this wonderful book that gives you all the answers, so you know what to do."**

No one likes to get things wrong or make mistakes. But it's a fact of life. As a leader and manager, you're not expected to get it right all the time. But if you don't acknowledge when you don't, you won't build trust with your team.



- ☐ Philippa talks about owning her mistakes and being open about it.
- ☐ She remains positive and passionate about moving forward with the help of constructive feedback from her team.
- ☐ Don't take it personally that you've got it wrong.
- ☐ Take the learnings and move forward.



Notes and reflections:



**"I think about it and recognise that I'm being a bit blinkered here"**

**"There's one of me and twelve of you."**

☐ This can be tough to get right, but it's important.

