



Building healthier teams



Self-reflection and Learning as a Leader

Supporting Workbook

"The leader I am now, I think, is far
more measured and calm"





Listen, reflect and consider all impacts



"I'll never forget a strategic decision that I made that didn't necessarily work out positively."

"I'd definitely had doubts thrown my way during that decision making. My regret would be that I didn't listen as a result."

"That is an important life lesson, and I can't take back that decision."

"I put patients first, and that's our code, but in making a decision based purely on patient safety, I neglected to consider the impact on the who and the how."

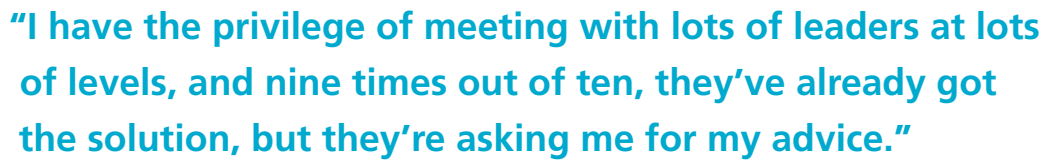
Fiona talks openly about a real-life lesson gained from her experiences post-pandemic. She's reflected on the pressures she was under at the time, and the circumstances around the decision making. Fiona has identified where things went wrong, and whilst she has regrets, they don't define her leadership style today. She has learned from the experience and now takes a more calm and measured approach. She listens, explores options and considers all the impacts.



- ☐ Fiona is clear that whilst this situation was not ideal, it was recovered, and valuable lessons have been learned.
- ☐ Whilst mistakes are uncomfortable, they can be used positively.
- ☐ Think about a decision you regret, what did you learn?
- ☐ What did you do differently as a result?
- ☐ You don't have to have all the answers as a junior manager and leader.
- ☐ It's far more important to ask questions, listen and explore the options.



Notes and reflections:



"I'm the critical friend now. I'm the person who asks the questions, and that isn't because I've necessarily got the answer, but between us we will achieve more than me telling, because I might not necessarily tell them the right answer."

- ☐ Think about the situations where you have to seek a decision.
- ☐ How will Fiona's approach, shape your decision making in future?
- ☐ If people come to you for decisions, remember to explore options.

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Measured and calm decisions



"I've also been very reactive in the past, because of the fear of no one making a decision."

"I've made a decision too quickly. The leader I am now, I think, is far more measured and calm."

"I will be put under pressure to make a decision, but I have to make sure that's an informed decision."

Fiona recognises that as her career developed, she wasn't always good at listening, reflecting and considering options. As a result of her experiences and learnings, she now describes her approach as measured and calm. This applies, even when the pressure is on. Fiona also talks about building your confidence as a leader and pushing back if you need to. Sometimes it's easy to think that saying no or pushing back would be seen negatively. Fiona's experience is that this isn't the case, and she is able to take the time to properly consider and make an informed decision.



- ☐ It's ok to push back if you haven't had time to properly consider the outcomes that a decision may have.
- ☐ How would your team respond if you made a decision that impacted them negatively?
- ☐ Decisions should be informed, otherwise they may have to be rolled back.
- ☐ Think about situations where you feel under pressure to make a decision too quickly. How can you adapt your approach?
- ☐ As a leader, properly considering the impacts is a service to how your team works together and delivers.



Notes and reflections:



Use your support network



“If you were applying for that post, if you didn’t have all the qualities and the capabilities of that job description, who and how would you go about getting the support?”

“Don’t ever go into leadership alone. You need to surround yourself by people who will support you, guide you, advise you, wave the flag for you.”

“Have some confidential space with other leaders, whether they’re your peers or whether they’re more senior than you, to have honest conversations.”

Fiona’s advice for those considering a leadership position, or the next step up, is to make sure you know who your supporters are. Those people who will tell you what they think, not just what you might want to hear. Open, honest conversations about what you do well, and what you need to develop.



- ☐ Identify your support network. Who are they?
- ☐ Think about your manager, previous managers, mentors from the Trust’s mentoring programme, people in your team.
- ☐ What do your supporters see in you?
- ☐ What do you need to develop?
- ☐ You may not tick every box on a job description but know where you will go to build and develop the capabilities you will need.



Notes and reflections:
