

Self-reflection and Learning as a Leader

Supporting Workbook

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



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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.

F	☐ 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.
\oslash	Notes and reflections:

Be a critical friend

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	vill Fiona's approach, s	hape your decision	
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	ple come to you for de	cisions, remember	to explore options.
Notes and	d reflections:		

"I have the privilege of meeting with lots of leaders at lots

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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.

F	☐ 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.
Ø	Notes and reflections:

Use your support network

	about getting the support?"
	ership alone. You need to ople who will support you,
uide you, advise you, w	
lave some confidential	space with other leaders,
hether they're your pe	ers or whether they're more
nior than you, to have	honest conversations."
to make sure you know who Il you what they think, not jus	ring a leadership position, or the next step up, your supporters are. Those people who will st what you might want to hear. Open, honest do well, and what you need to develop.
Identify your support netwo	ork. Who are they?
,	previous managers, mentors from amme, people in your team.
What do your supporters se	e in you?
What do you need to develo	op?
•	on a job description but know where you the capabilities you will need.
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