



Building healthier teams



A Marathon, Not a Sprint

Supporting Workbook

“As a leader, I often pause and I think, what is the right thing to do in this situation? And if you get that right, everything else naturally follows.”



Actively listen, more than you speak

 **“A trap one could easily fall into is you enter a meeting or a forum, and you can just speak at people. I think that’s a real lost opportunity.”**

“Make sure that you’ve heard from everybody in that group.”

“Let’s start to hear from the people who’ve been really quiet, who you haven’t heard from. And how do you bring them into that conversation?”

Kiran talks about the lost opportunity of not listening properly to people. These could be people in your team or from other teams that you see in meetings. Setting the meeting up and then sitting back and listening is something he advocates. He also makes sure that he challenges himself to get the quieter people to have something to say. As he says, they often have real pearls of wisdom.

-  Think about the opportunities you have to listen to your team.
- Identify people who don’t say too much and look for ways to bring them into the conversation.
- Think about how you set up your meetings and briefings. How could they be better structured to ensure you hear from everyone?
- At your next meeting or 1:1, set yourself the challenge of listening more than you speak.
- It’s far more important to ask questions, listen and explore the options.

 Notes and reflections:



Start with the welfare of the individual



“Nobody comes to work to do a bad job or to behave badly or to have poor outcomes.”

“Sometimes the context that we find ourselves in and the environment means that we have poor outcomes, or we bring out the worst in people, or people bring out their worst behaviours.”

“I want to make sure that we look after the welfare of individuals to understand why something had happened.”

Kiran has had to resolve some issues which have been very public for the Trust. But at the same time, he has been clear about his approach – fair, transparent, consistent and confidential. At the heart of that has been his approach in any situation, to start with what is going on for the individual. Their welfare has been the first thing that Kiran asks about and listens to. Understanding what has happened and how they feel, before any judgement is applied. If matters can be discussed early, and resolved informally if appropriate, this is far better for everyone involved. This approach can be applied in any leadership scenario. If something needs to be addressed, start from a position of concern for the individual, listen, understand and take it from there.



- Not every issue that crops up has to be resolved formally.
- Early intervention, listening and understanding can bring informal resolution.
- As a leader, always start with concern for the individual, not accusation or blame.



Notes and reflections:

Structure your time



“Time is probably the most valuable currency that we have as leaders, and you have to choose to use it wisely.”

“The right thing to do is to make sure that I divide my time wisely, and I give it up to the people who are essentially members of the team and the teams that I’m part of.”

“The importance of delegation is not just that I don’t have to do something, but it means somebody else gets to do something, and they then get to sense check it with me, and that’s part of their personal development and empowerment.”

“If I do everything myself, I’m not doing anything for succession planning or developing others to be able to lead by example, either.”

We often say we don’t have enough time, yet we often find the time to do things that appear not to fit into the diary. Kiran is conscious of the amount he must do and knows he must divide his time wisely. He also turns what could be seen as interruptions as opportunities to help people. He’s honest about what he can do quickly, or not so quickly. Kiran delegates and uses it as personal development for his team. He knows he cannot do everything himself.



- How could you delegate more of what you need to do?
- Your team can develop from what you give them; they can’t if you keep it.
- What’s your mindset when someone asks for your time?
- Review your diary and how you structure your time. Is it working for you?
- The UHB Welcome to Leadership programme has an excellent module on ‘Planning your time’ – if you haven’t signed up you can do so here: <https://uhb.welcometoleadership.com>



Notes and reflections:
