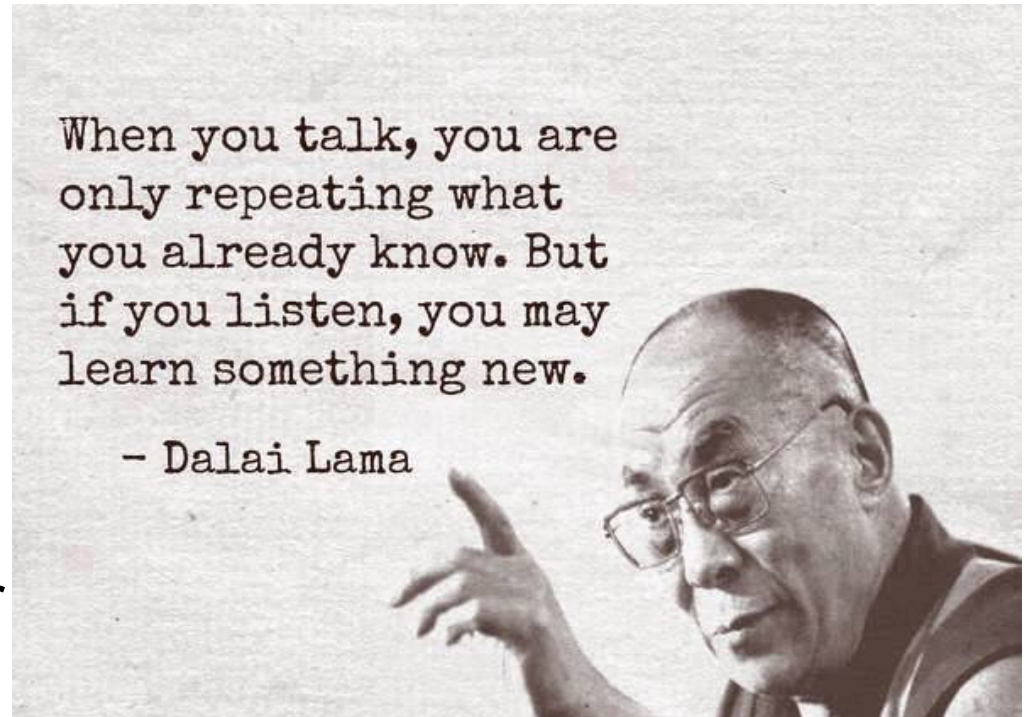


# The “Darkside”



Dr Andy Haynes  
Executive Medical Director  
Sherwood Forest



# The “Enlightenment”

Service Improvement tools  
Story telling, positive language  
Clinical engagement  
Board exposure  
Courageous use of power  
Extended network of external stakeholders  
Culture change  
Innovate

**EXECUTIVE MEDICAL DIRECTOR**

2014

**PATHWAY LEAD CLINICIAN**

2007

Trust network in place across health economy  
Clinical respect  
Build clinical engagement  
Work hard in difficult conditions; transparency  
Exercise system leadership  
Build regulator confidence and trust  
Earn the right to respectfully hold a mirror up  
Grow multiple teams within the organisation  
Work across organisational boundaries  
Develop relationship with media  
Tell the story and get staff to tell their stories

**CANCER LEAD CLINICIAN**

2000

Influencing  
Negotiating  
Holding to account  
Performance management  
Building cross organisational teams  
Senior management team exposure  
Organisational visibility

**NATIONAL and INTERNATIONAL EXPERT IN LYMPHOMA/BMT**

Developing a service: Planning and Succession Planning  
Balcony v detail view

Undergraduate Teaching

PET in Lymphoma

Molecular Diagnostics Laboratory

Postdoc Research Team

National and International Trials

**CONSULTANT IN HAEMATOLOGICAL MALIGNANCY**

1996

Communication  
Passionate Detachment  
Complex problem solving

Clinical respect, trust and network  
Growing sustainable high performing teams  
Inquiry based experimentation  
Media exposure and training

# SELF AWARENESS, SELF ANALYSIS AND EMOTIONAL INTELLIGENCE



# The four dimensions of type

**E**xtraversion and **I**ntroversion

Where you prefer to get and focus your 'energy' or attention

**S**ensing and **iN**tuition

What kind of information you prefer to gather and trust

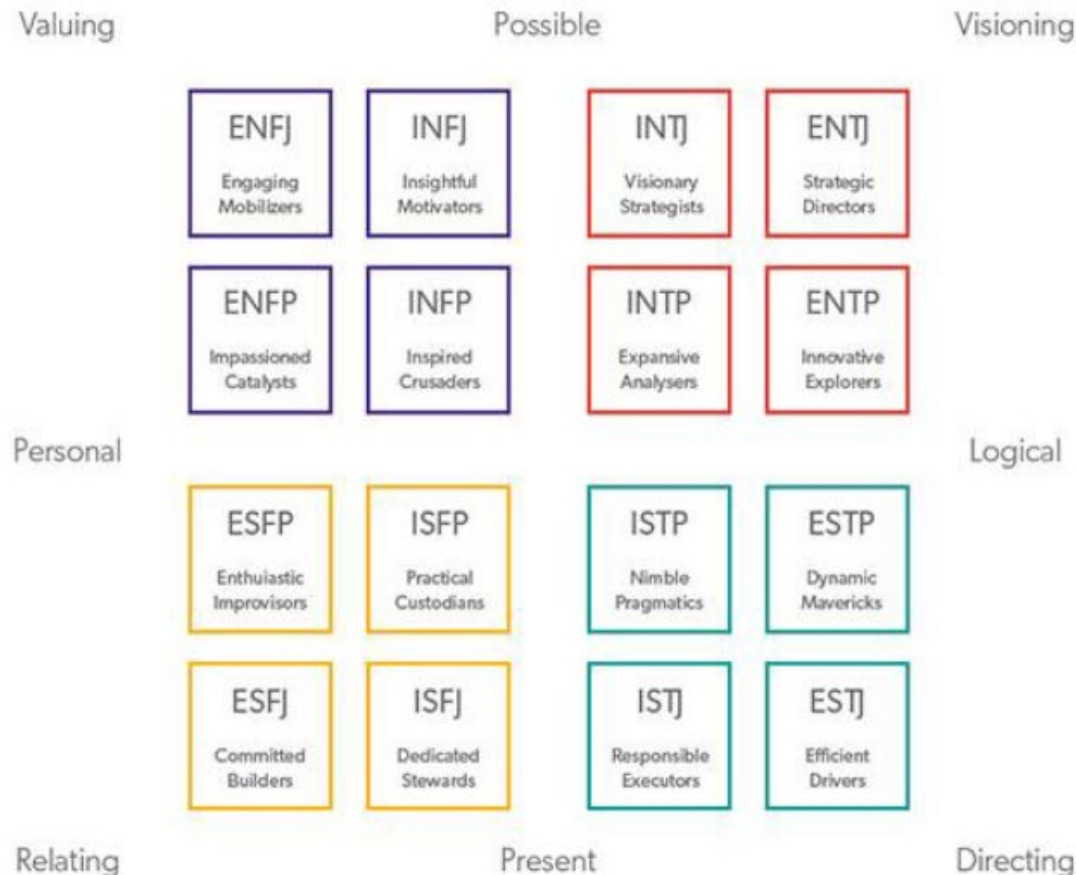
**T**hinking and **F**eeling

What process you prefer to use in coming to decisions

**J**udging and **P**erceiving

How you prefer to deal with the world around you, your 'lifestyle'

# What's the profile of your team? Do you see it reflected in the way you work together?





# Growth mindset vs fixed mindset



@sylviaaduckworth

## SUCCESS



## FRUSTRATION

1. I can learn anything I want to.
2. When I'm frustrated, I persevere.
3. I like to challenge myself.
4. When I fail, I learn.
5. I like being told that I try hard.
6. If my classmates succeed, I'm inspired.
7. My effort and attitude determine everything.

1. I'm either good at it, or I'm not.
2. When I'm frustrated, I give up.
3. I don't like to be challenged.
4. When I fail, I'm no good.
5. I like being told that I'm smart.
6. If my classmates succeed, I feel threatened.
7. My abilities determine everything.

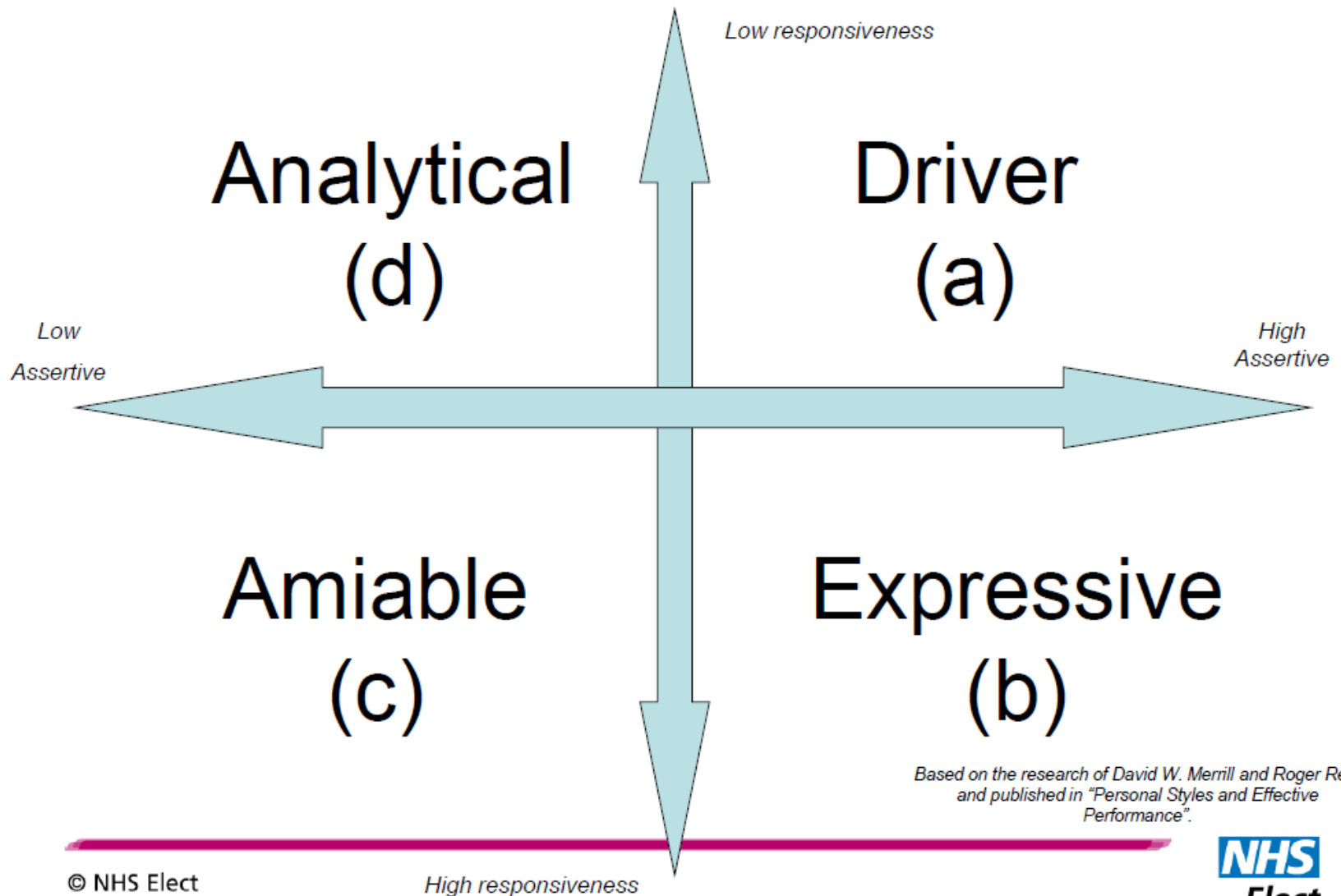
## GRIT



## Learned helplessness

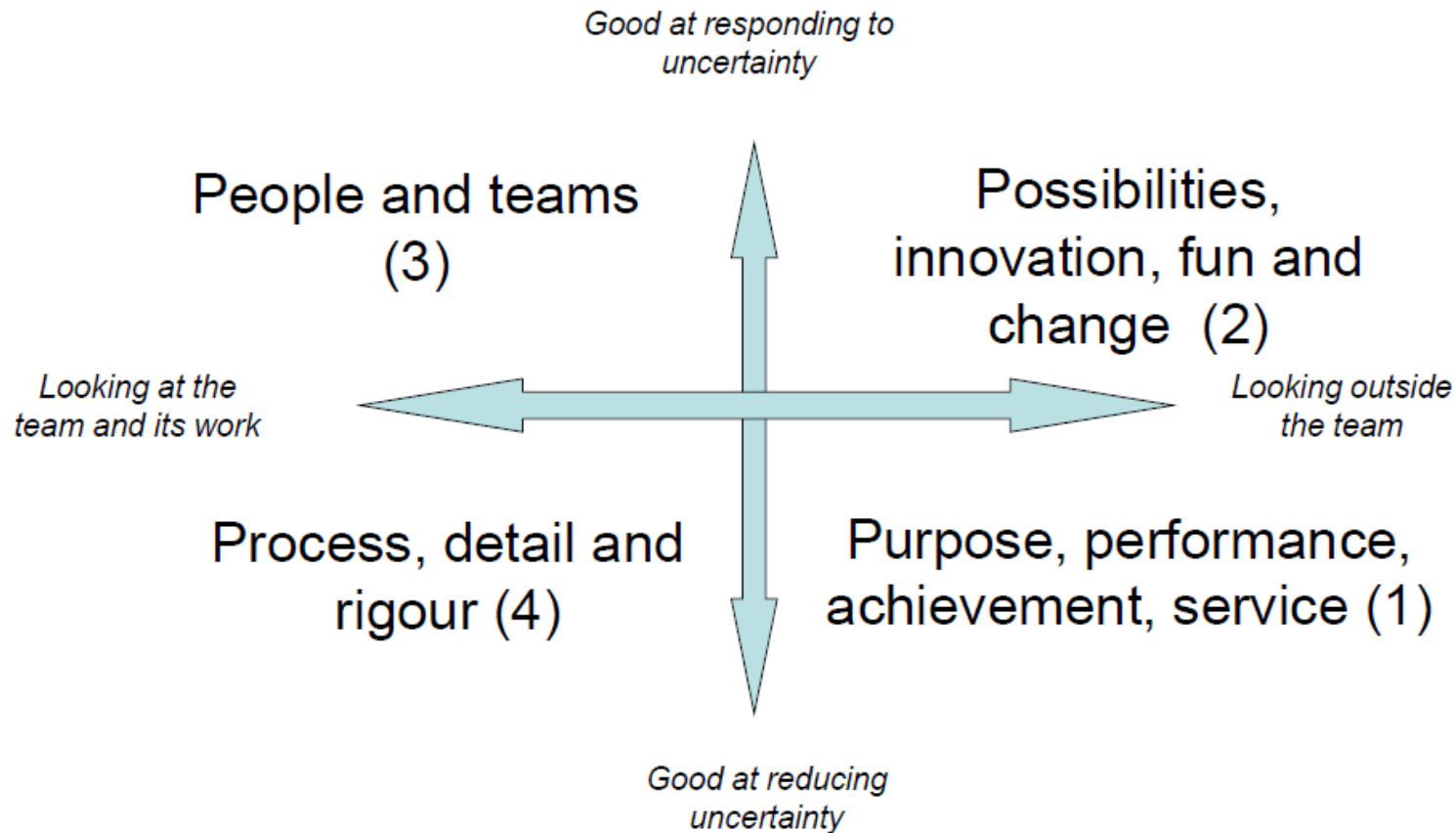
From Reid Wilson  
©wayfarepath

# Assertiveness + Responsiveness = Work Style



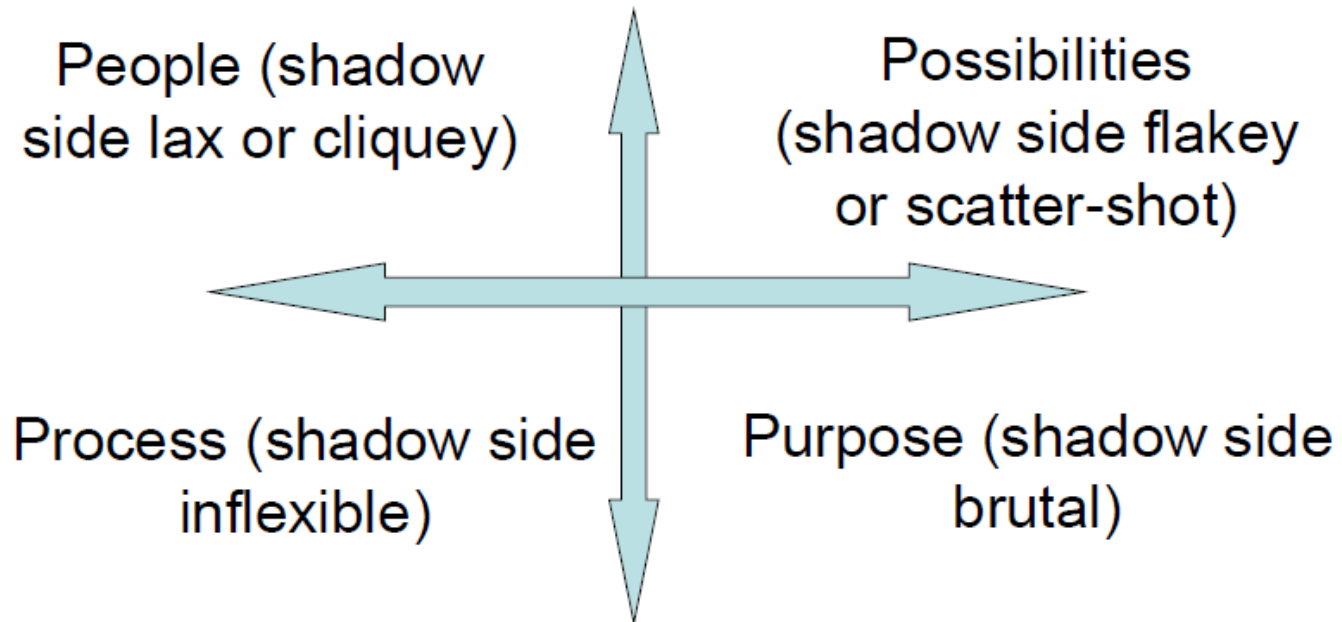
# What consistently competes for our attention at work?

## This reflects the Merrill & Reid psychometric

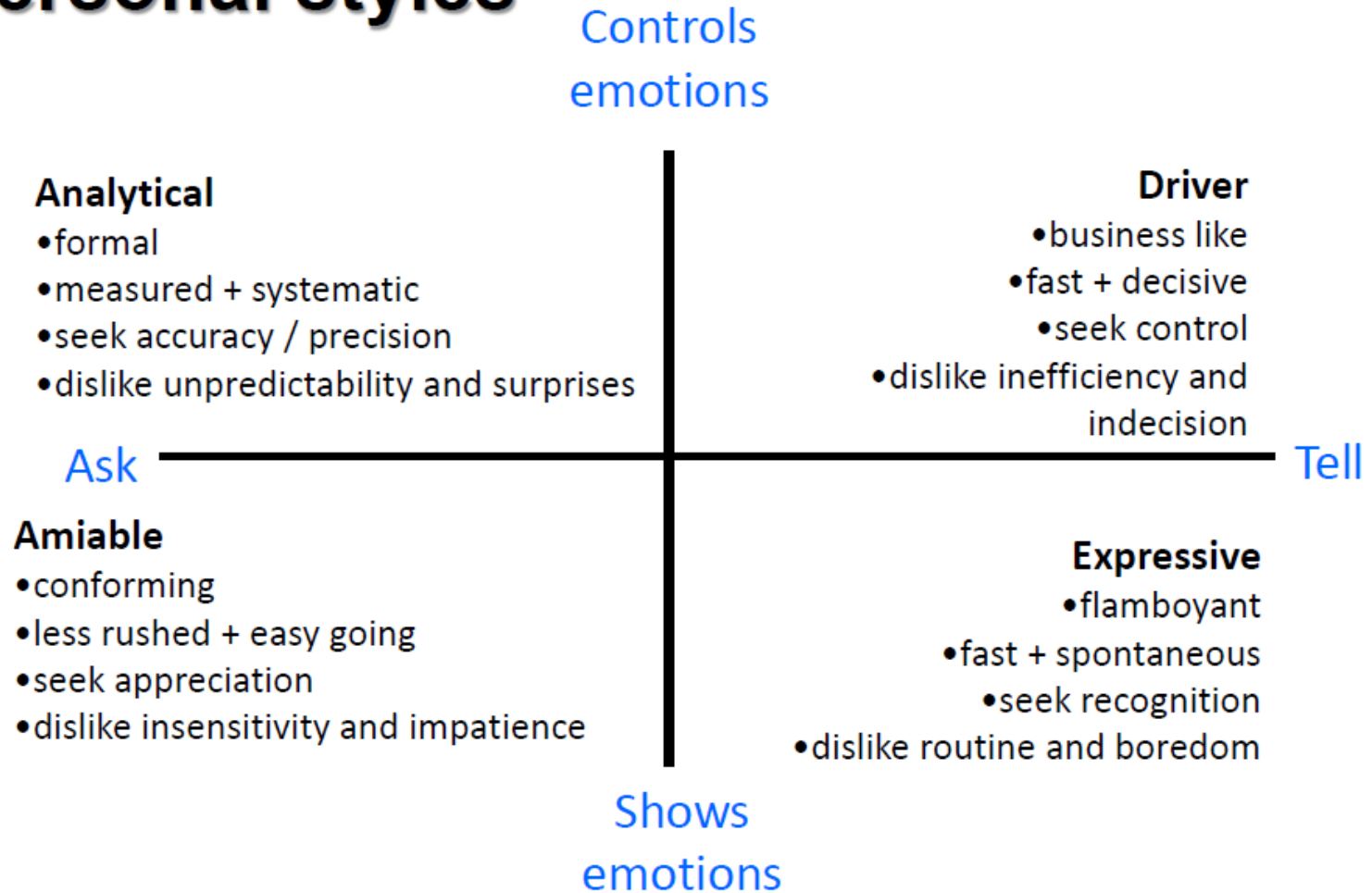




Do you see some of these preferences within the Trust?



# Personal styles



# Fears about change

## Analytical

- not enough information
- making a wrong decision
- being forced to decide

## Driver

- loss of control
- failure
- lack of purpose

## Amiable

- damaged relationships
- confrontations
- not being recognised for efforts

## Expressive

- being ignored
- being asked for detail
- being linked with failure

## Under stress

### Analytical

- will withdraw

### Driver

- will become autocratic

### Amiable

- will submit

### Expressive

- will become offensive or sarcastic

# How to Work Better with Other Styles

## Analytic

- Tell *How* first
- List pros and cons
- Be accurate, logical
- Provide evidence
- Give them time
- Provide deadlines
- Don't rush or surprise

## Driver

- Tell *What* first
- Keep fast paced
- Don't waste time
- Be businesslike
- Give some freedom
- Talk results
- Find shortcuts

## Amiable

- Tell *Why* first
- *Ask* vs. *tell* them
- Draw out their opinions
- Explore personal life
- Define expectations
- Strive for harmony
- Avoid deciding everything for them

## Expressive

- Tell *Who* first
- Keep fast paced
- Be enthusiastic, allow for fun
- Support creativity, intuition
- Talk about people and goals
- Handle the details for them
- Value feelings and opinions
- Be flexible



# IT'S ALL ABOUT TEAM



# 10 Things FAB TEAMS Do! They...

1. Create a shared VISION of the future, and move towards it together.



2. Challenge the status quo together, so no one has to face scary change alone



3. Sign up to...



(change is built on a commitment to a different future, not performance management).

4. Value and embrace difference and healthy conflict.



5. Help everyone in the team to feel safe and innovate.



6. Communicate → TALK! (Don't rely on email)



7. Are KIND to each other. Get to know each other as people - care about the little things (like tea + cake!)



8. Think the best of each other - so when something goes wrong you don't blame other people's incompetence.

10. Are highly productive - the sum is greater than its parts.

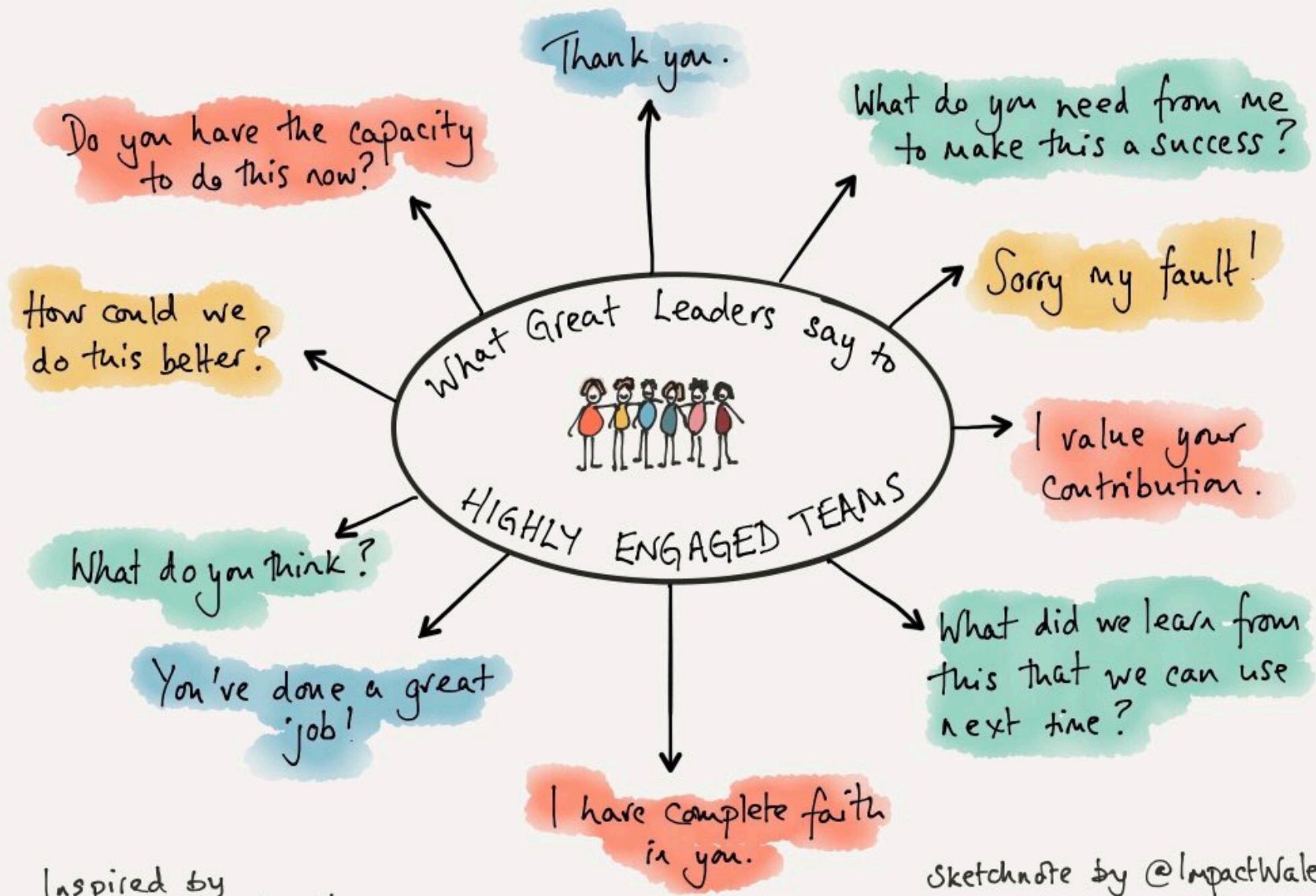


9. Achieve Win-Win for all team members



No 'winners and losers'!

@HorizonsNHS



Inspired by  
@gordonfredgold

Sketchnote by @ImpactWales  
Copyright © 2016





From: *What Modern Leaders Definitely Get Right* by John Eades

# WHICH ARE ALL ABOUT TRUST

*"Trust arrives on foot  
but leaves on horseback"*

DUTCH PROVERBS





# 3 LEVELS of TRUST

## IN RELATIONSHIPS



### 1 DETERRENCE BASED TRUST



Rules that govern our behavior

Most BASIC LEVEL OF TRUST



e.g. LAWS in society

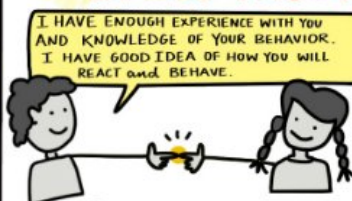


CONTRACTS in business



POLICIES in organizations

### 2 KNOWLEDGE BASED TRUST



I KNOW YOU HAVE MY BEST INTEREST IN MIND..

THAT YOU WILL DO WHAT YOU SAID YOU'LL DO..

I FEEL SAFE ENOUGH TO TRUST YOU IN EVERYDAY DEALINGS



WE EXPERIENCE THIS MOSTLY IN OUR DAY-TO-DAY PROFESSIONAL RELATIONSHIPS

### 3 IDENTITY BASED TRUST



most intimate level of TRUST

BASED ON THE UNDERSTANDING OF HOPES, DREAMS, GOALS AMBITIONS, FEARS AND DOUBTS

INCREASED transparency & vulnerability



and it was not misused

LOYALTY, ACCEPTANCE, UNDERSTANDING

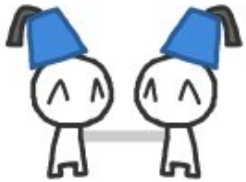


reserved for most important people in life

BUT WITH PROPER BOUNDARIES IN PLACE THIS LEVEL OF TRUST CAN UNLOCK PRODUCTIVITY, CREATIVITY and PERFORMANCE IN ORGANIZATIONS

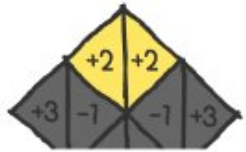


Game theory has shown us the three things we need for the evolution of trust:



## 1. REPEAT INTERACTIONS

Trust keeps a relationship going, but you need the knowledge of possible future repeat interactions *before* trust can evolve.



## 2. POSSIBLE WIN-WINS

You must be playing a non-zero-sum game, a game where it's at least possible that *both* players can be better off -- a win-win.



## 3. LOW MISCOMMUNICATION

If the level of miscommunication is *too* high, trust breaks down. But when there's a little bit of miscommunication, it pays to be *more* forgiving.

## TRUST HAS CONSEQUENCES

It takes effort to build trust, but it's likely worth it. One meta-analysis found that trust is associated with a variety of workplace benefits.



**RISK TAKING**



**TASK  
PERFORMANCE**

### BENEFITS ASSOCIATED WITH TRUST



**CITIZENSHIP  
BEHAVIOR**



**REDUCED  
COUNTER-PRODUCTIVE  
BEHAVIOR**

Sources: Colquitt, Jason A., Brent A. Scott, and Jeffery A. Lepine. "Trust, trustworthiness, and trust propensity: A meta-analytic test of their unique relationships with risk taking and job performance." *Journal of Applied Psychology* 92.4 (2007): 909-27. Web.



wendyhirsch.com

# ITS OK TO DISAGREE



## Four **RULES** for healthy disagreements in families and teams

1. Frame it as a debate, rather than a conflict
2. Argue as if you're right but listen as if you're wrong
3. Make the most respectful interpretation of the other person's perspective
4. Acknowledge where you agree with your critics and what you've learned from them

Source: @AdamMGrant





Tammy Vora @Aspire.com @tnvora AMY GALLO  
**4 TYPES OF CONFLICTS**  
 AND HOW TO MANAGE THEM  
 -VIA HBR

**RELATIONSHIP CONFLICTS**  
 "personal feeling over conflict"

**TASK CONFLICTS**  
 "disagreement over what is to be done."

**PROCESS CONFLICTS**  
 "disagreements over how it should be done"

**STATUS CONFLICTS**  
 "disagreement over who is in-charge"  
 common in flat orgs.

**OPTIONS FOR MANAGING CONFLICTS**

**1. DO NOTHING**  
 Let conflict resolve itself

**2. ADDRESS INDIRECTLY**  
 passive ways to communicate

**3. ADDRESS DIRECTLY**

**4. EXIT RELATIONSHIP**  
 change boss, project or job

- ESTABLISH A SHARED GOAL
- ASK FOR ADVICE → forces the other person to think from your perspective → ENLIST!
- WHEN CONFLICT SUDDENLY ARISES, take a break → helps you think through.
- FIND SOMEONE BOTH PARTIES TRUST

**NOT ALL CONFLICTS ARE BAD**

When handled professionally conflicts can help you—

- Achieve better outcomes
- Diversity of opinions
- Job satisfaction
- Improved relationships

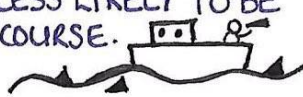
# SIX TIPS

TO HELP YOU HAVE  
DIFFICULT CONVERSATIONS

@Haypsych  
www.halopsychology.com

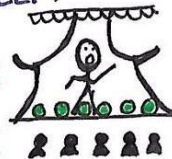
## 1 PREPARATION IS KEY.

- ✓ IT CAN BE HELPFUL TO JOT DOWN KEY POINTS IN **PRIORITY ORDER** IN ADVANCE.
- ✓ YOU'LL BE LESS LIKELY TO BE THROWN OFF COURSE.



## 2 PRACTICE MAKES PERFECT

- HAVE A DRY-RUN WITH A TRUSTED COLLEAGUE OR YOUR COACH. THIS CAN HELP:
  - REDUCE YOUR FEAR
  - GIVE YOU FEEDBACK ON YOUR STYLE
  - HONE YOUR MESSAGE



## 3 SPECIFICS ARE IMPORTANT

- HAVE ONE OR TWO DETAILED EXAMPLES TO ADD WEIGHT TO THE POINT YOU'RE MAKING.
- THESE SHOULD BE **RECENT** AND **FIRST-HAND ACCOUNTS**



- THE TYPE OF SPACE YOU USE CAN HAVE AN IMPACT ON HOW THE CONVERSATION GOES. IDEAS:

- PRIVATE MEETING ROOM
- LOCAL COFFEE SHOP
- WALK AND TALK
- SIT IN LOCAL PARK



- WHEN YOU'VE SAID YOUR INITIAL PIECE THEN STOP.
- ALLOW THE OTHER PERSON TO REFLECT AND TAKE IT IN.
- IF YOU FIND IT DIFFICULT, PUT A REMINDER TO YOURSELF, SUCH AS A POST-IT WITH THE WORD 'QUIET!'

HOW WOULD YOU FEEL TO HEAR THE FEEDBACK YOU HAVE TO GIVE?  
WHAT WOULD MAKE IT EASIER FOR YOU TO ACCEPT?



PUT YOURSELF IN  
**THEIR SHOES**

"Seek to understand in order to be understood"  
- STEPHEN COVEY

## 4 ENVIRONMENT IS IMPORTANT

## 5 SILENCE IS GOLDEN



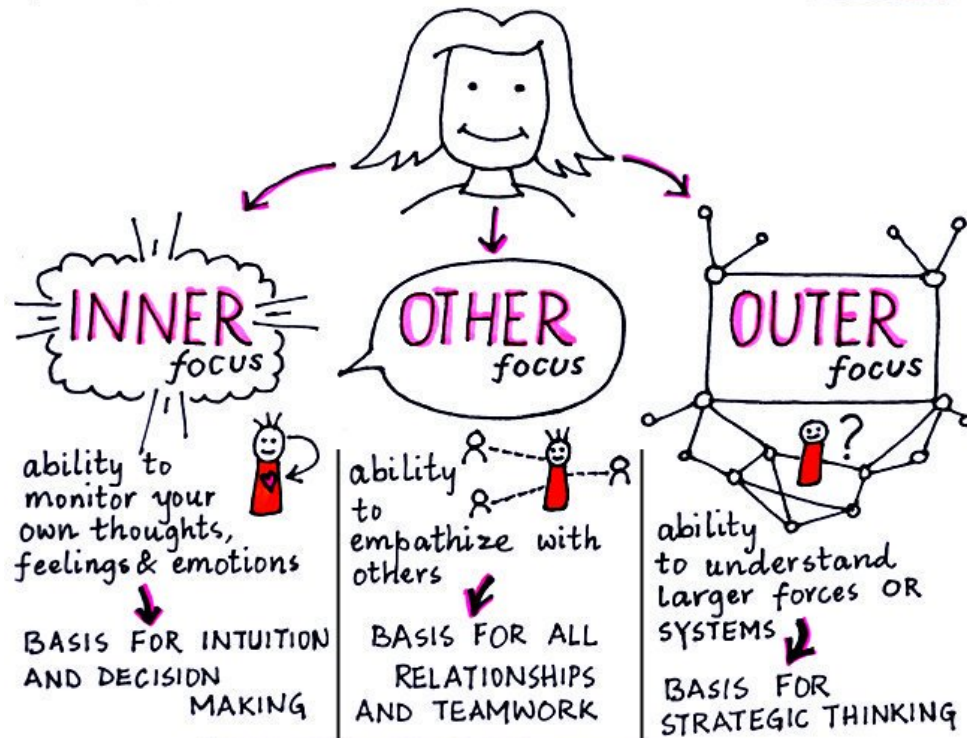
# LEADERSHIP – IT'S ALL ABOUT INFLUENCE





# LEADERS NEED THREE KINDS OF *focus*

Daniel Goleman, HBR



## HOW TO IMPROVE?



# INFLUENCE IS A BY-PRODUCT OF...

Tanmay Vora

@tnvora

QAspire.com

 YOUR  
VALUES  
and character

INTEGRITY and  
AUTHENTICITY  


 DOING  
STUFF  
that matters

 GENEROSITY  
to share your  
art and gifts

 LISTENING  
OTHERS

 BUILDING  
TRUST

 TRULY  
CONNECTING  
with others

 BELIEF  
IN YOUR  
ideas and  
insights


 OPEN  
MINDED  
approach to  
LEARN


 SHARING  
STORIES  
that move  
others

 providing  
LENS TO  
YOUR  
POINT OF VIEW

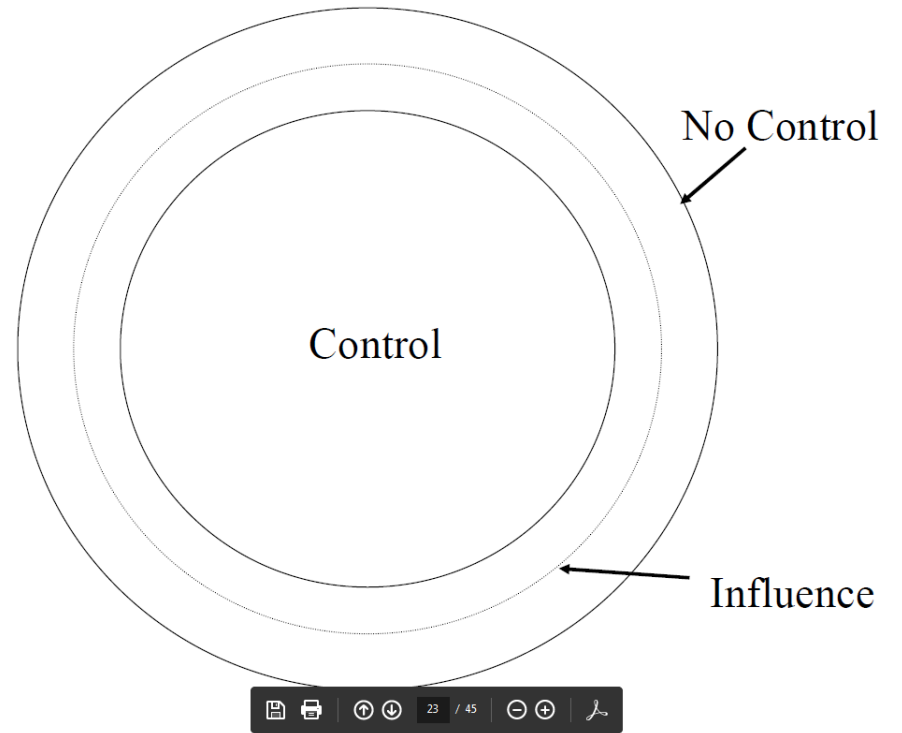
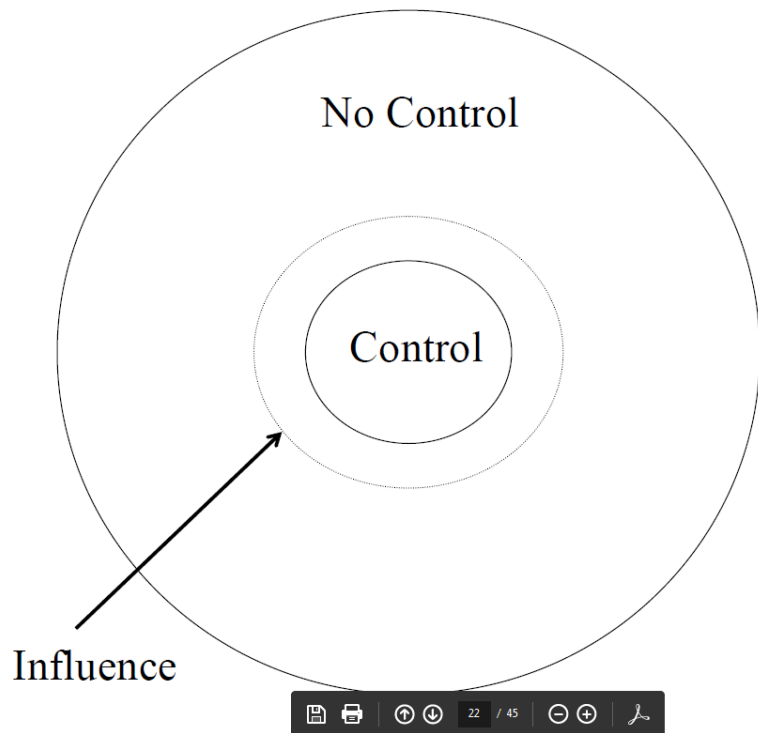
 TAKING  
CONVERSATIONS  
FORWARD  
by adding your  
unique perspectives

BEING   
INTENTIONAL  
about being  
GENEROUS

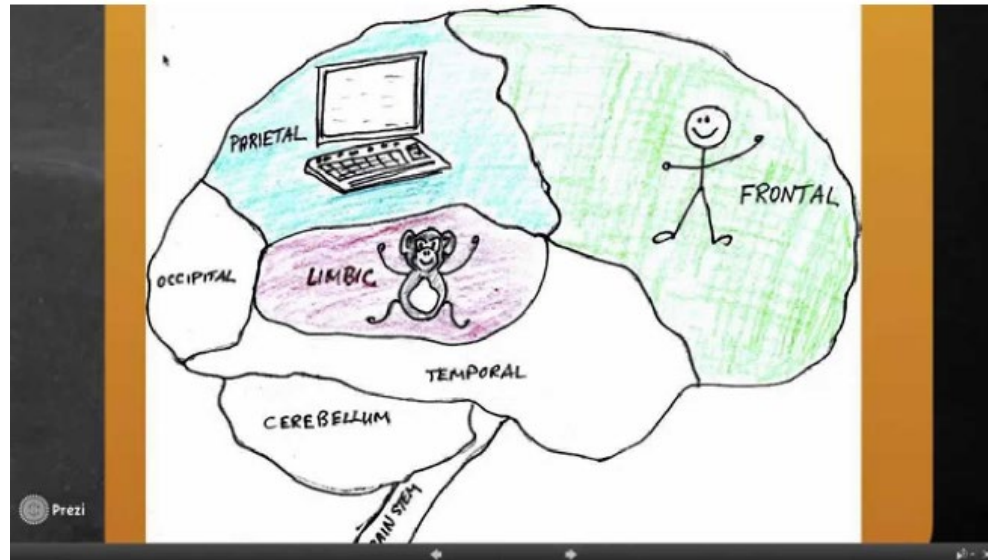
 ALWAYS  
BEING  
CONSTRUCTIVE  
in thinking &  
doing

 BEING  
CONSISTENT  
in your  
pursuit





# CLOSING THOUGHTS



# The NHS has Bonnie Tyler Syndrome

- **Big Issue 1: Culture**

I have long maintained that the semi-feral tribalism in clinical groups, let alone that between clinicians and managers and administrators.

If you want to look at the integration the NHS really needs, it is not an integration of organisational forms: it is an integration of genuine teamworking, and real mutual acknowledgement of role legitimacy

# The NHS has Bonnie Tyler Syndrome

- **Big Issue 2: Workforce**

Workforce planning still isn't really A Thing ...

an area that has basically stumbled from crisis to crisis

# The NHS has Bonnie Tyler Syndrome

## Big Issue 3: The Operating System

The crucial problem is that the NHS doesn't really have one

Commissioners and providers do not even all book waiting lists (which are inevitable in single-payer systems where demand outstrips capacity) in a standard and transparent way

the range of NHS organisations still work far more differently than they do similarly

we do not even have standardisation of system specification

# The NHS has Bonnie Tyler Syndrome

- Bonnie Tyler Syndrome is the chronic tendency towards “[Holding Out For A Hero](#)”
- Introduce standard training in statistical analysis, blocking and tracking patients, segmenting population, building demand models to inform capacity planning
- Too many NHS organisations are terrifyingly incurious about how other comparable organisations do what they do
- This cocktail of fear with poor training in vital aspects of data management and standard operating procedure of the system



# The QUALITIES

## OF AN EMPATHIC LEADER

In the world of V.U.C.A

1

### Listens First

Seeks the input, opinions and views of others. senses people feel engaged if they can contribute and acts off their input. Does not talk over.

2

### Kind

Has the inner assurance to realise kindness is not weakness. Uses flexibility and discretion intelligently to gain trust, loyalty and inspire others to achieve more. Is a net giver, not a net taker.

3

### Adaptive

Realises that in a VUCA world things will change and will adapt. They adjust approach through sensing the mood and energy of their team. Seeks input on plans and is not afraid to hold, reflect and adjust based on feedback.

4

### Altruistic

Looks to help others in need before themselves. Believes and understands that we all need help at some point and is happy to cross the corridor to help a colleague in need. Gains energy from helping others.

5

### Inclusive

Understands the output of the collective is always great than the individual component and creates both formal and informal opportunities to build collective team bonds and engagement



### Thoughtful

Values self reflection and analysis and seeks input on personal performance. Creates time in the day to pause and reflect on self as much as others.

6

### Considered

Whatever the pressure and whatever the circumstances maintains a balanced position with their team - does not adopt aggressive behavior to others

7

### Principled

Has a underlying moral compass that guides all their actions and interactions, believes in people, respect, dignity and humility and walks those principles at all times

8

### Values diversity

Understands there is very rarely one solution to anything and all individuals have a diversity of experience and knowledge that can build better solutions. Is prepared to explore scenarios

9

### Driven by purpose

Is a highly driven individual who wants to make a difference in their chosen fields of endeavor. But values sustainability as much as the result and always shares the credit for successes. Wants to leave a legacy based on lasting achievement.

10



when you do something, you should  
burn yourself completely  
like a good bonfire  
leaving no trace of yourself.

Doodle Card by: Tanmay Vora | @tnvora | QAspire.com

- SHUNRYU SUZUKI  
#ZEN