

# PCRS Respiratory Clinical Leaders Programme

## Profile: Dayo Kuku



**Fran Robinson** talks to **Dr Dayo Kuku** on her experience of the PCRS Respiratory Leader Programme and how it has helped her deal with conflict, influence others and gain confidence in her professional role

When Dr Dayo Kuku, GP and Respiratory Clinical Lead at Bedfordshire CCG, took up a new respiratory leadership role, she knew she needed to resolve a conflict with a colleague. At the time she thought it was an unsurmountable challenge. But thanks to the PCRS Respiratory Clinical Leadership programme, she learned the tools and techniques that enabled her to resolve the personality clash.

"Normally I just avoid conflict, but I knew this time that I just could-n't afford to do that. It was a very sensitive issue," she recalls.

She clearly remembers the workshop where she gained an un-derstanding of her leadership style through the colours person-ality test. She discovered her colour is blue, an analytical person who likes to be led by the facts. The colleague she clashed with was yellow, a sunny happy-go-lucky personality who tends to be loud and vocal. So they were opposites. Dayo came away with an insight into where both she and her colleague were coming from, which is now enabling her to listen to her and work with her in a much more positive way.

"Part of the leadership role is to see the other side of the argument and find a path through conflict and to resolve it. It was so eye-opening, I learned how to listen to my colleague and use that in a positive way. So rather than allowing myself to be irritated by her, I gained an understanding of what her strengths and weak-nesses were and that I could complement them. We now work together very well."

Dayo also learned the skills needed to influence and negotiate. "It was so powerful, I left the workshop empowered to deal with the challenge I was facing. I knew I had the leadership skills but I had to enhance them and use them in a way that is effective. I have learned that as a leader you have to be able to communicate effectively and be able to offer support to people in the team when they need it. You have to be able to negotiate on several levels."

"Being a leader is not only lonely, it is also a challenge," says Dayo, but she realised she was not alone when she had the op-portunity to network with colleagues facing similar challenges to her own. "The networking opportunities at the workshops give you the chance to talk to other people in the same field. They un-derstand what you are going through and you can share your thoughts and ideas. Most importantly, the environment of the workshops enables you to feel free to be open and honest with-out fear that someone is going to run you down or share your story in a negative way."

Dayo says the project management skills she has gained from the programme have helped her with projects ranging from de-veloping an integrated COPD service for the CCG, working as a locality prescribing lead, being involved in decisions about drugs in the formulary and updating local respiratory guidelines. "It has helped me to be clear about exactly what I am trying to achieve with a project."

A particularly challenging project was taking the lead for running a respiratory conference. She learned to encourage members of the team by giving praise and feedback and celebrating success. She managed to encourage one colleague who backed out of the first conference to return and flourish when she put on a sec-ond event. "Encouraging the team helps the success of a project and boosts your own confidence," she says. She recognises that a problem she has is that she is a perfectionist and can get bogged down if she is not focused, so she has learned to stick to the project plan and monitor progress.

"I now feel more confident as a leader and am more reflective and have a greater understanding of the perspective and interests of others. I understand my leadership style and am able to use it more effectively. It's improtant to keep attending the workshops because the day you stop learning, you stop being a leader," says Dayo.

**The next workshop is 'Mobilise Support for your Idea – the Case for Change' on 7–8 June 2019 at Hallmark Hotel Derby Midland. For further information visit <https://www.pcrs-uk.org/event/respiratory-leaders-meeting-june-2019>**