

**#ClinRL2019**

**@PCRSUK**



# Respiratory Clinical Leadership Programme

**Bringing out the best in yourself and  
others**

**Upcoming programmes:**

Influencing: Empowering a culture of change

5-6 June 2020, Kents Hill Park, Milton Keynes

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# What will we cover

- Bringing out the best in self and others
- Making meetings work
- Being the boss, not just being bossy
- Communicating by phone and email



What brings out the best  
in us?



# Who brings out the best?

- What do they do?
- How do they do it?
- What qualities do they have?



"High Power" body language (top row)  
vs.  
"Low Power" body language (bottom row)

(Images courtesy of Amy Cuddy, Harvard University)

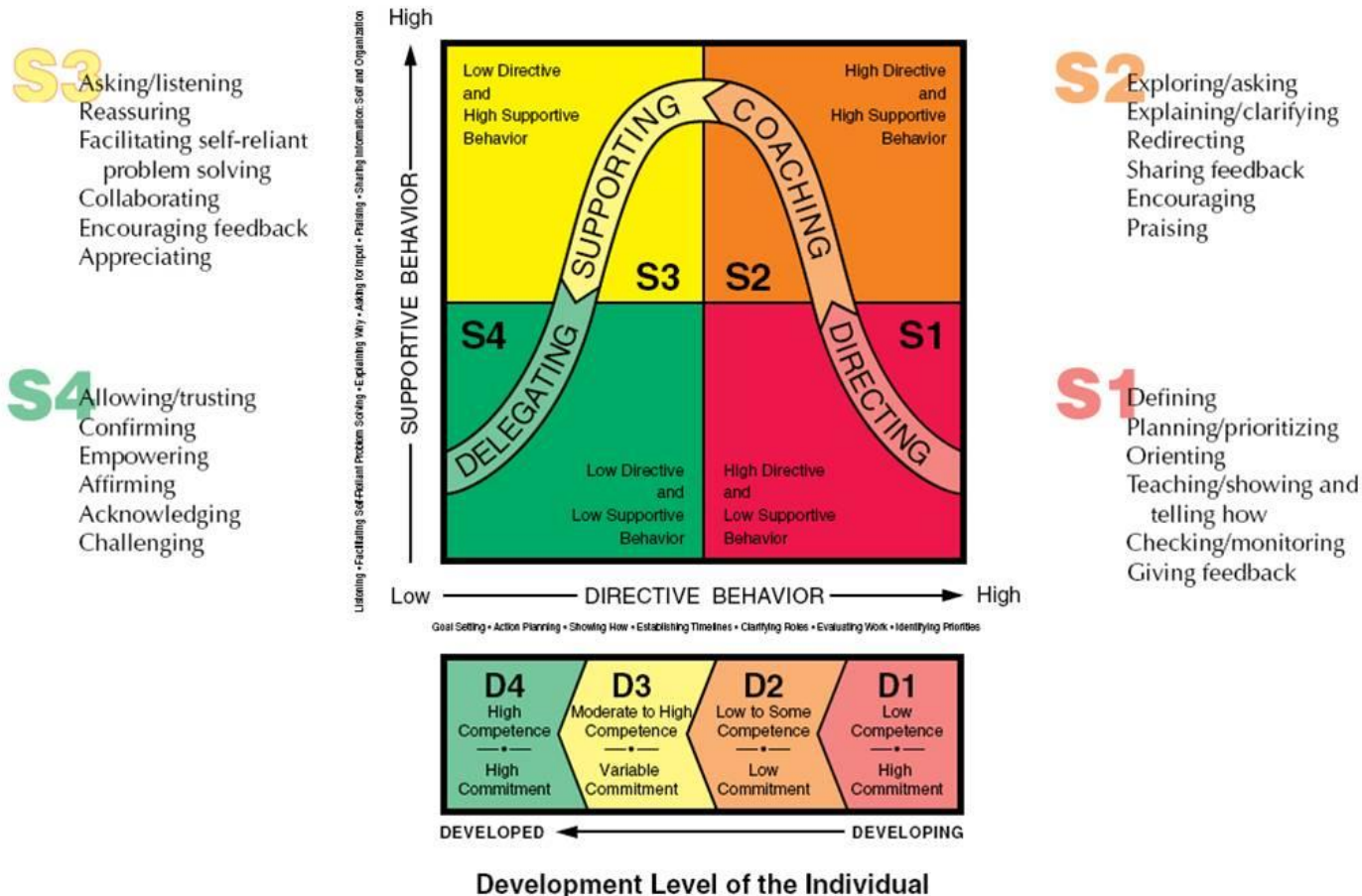


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# Authenticity



# Situational Leadership



# Act as if...



<http://jamesclear.com/body-language-how-to-be-confident>

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# Making meetings work

# The Four Ps of Productive meetings



- Plan
- Prepare
- Participate
- Pursue



# Plan

- Why are you having a meeting?
  - To make a decision, come up with ideas or solve a problem?
  - Gain support, plan, consult or review a strategy?
  - Seek advice, provide an update or share information?
- Who needs to be there?
  - Make sure decision makers are in the room
  - Don't invite people if they don't need to be there
  - How do I get the best out of them?



- What do you need to cover and in how much time?
  - Ensure each item on the agenda has a description, objective, lead and time
  - Order the agenda so important things don't get left till last

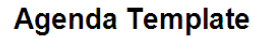


# Effective agendas

## Agenda Template

<b>Meeting title and no:</b>	<b>Date:</b>
<b>Time:</b>	<b>Venue:</b>

Agenda No	Item description	Objectives/ Desired outcomes	Process	Item presenter	Time allocated per item	% Achieved



## Schedule breaks for meetings that last over an hour

- **Include introductions as new people may be present**

### Assign realistic timings for each item

**Order the agenda according to the importance of the objectives**

**Include date and time of next meeting at the end**

**At the end of the meeting review whether the objectives have been achieved**





# Prepare

- If you are setting it up
  - Schedule the meeting in good time and notify people
  - Book the venue and equipment
  - Assign a note-taker
  - Send the agenda at least 48 hours in advance
- If you are invited to a meeting:
  - What is the purpose?
  - What is your involvement?
  - Should you delegate it?
  - Book time in your diary to prepare
  - Be clear on any actions assigned to you

# The four Ps of productive meetings



- **Participate**

- Always begin on time / arrive on time
- Always be prepared – read papers, complete actions etc
- Be clear at the outset:
  - The purpose of the meeting
  - What will be covered and what will be accomplished
  - Review minutes / actions from previous meeting
- Turn off your phone
- Focus on the meeting, not on other activities
- Do not have side conversations, do address disruptive behaviour
- End on time and capture actions, including date of next meeting



# Being the boss without being too bossy



# Managing behaviour

- Select a card
- Consider individually the behavior described – when have you come across the behavior described in a meeting?
- Share experiences
  - How did it feel?
  - How did it affect the meeting?
  - How did you (or others) help the chair manage the behaviour?
  - What strategies did you (or others) try?
  - What might you have done differently?



# Managing behaviour

## Strategies for dealing with disruptive behaviour in meetings

### Indirect levelling

Form a phrase that says exactly what's going on but make it non-accusatory and non-directive: *'I think the discussion is getting a little off-track here...'*

Gently force an entry into the discussion. This can be achieved by sitting forward, raising a hand, or raising your voice slightly.

When you speak, do not look at the person responsible for getting the meeting off-track, and try to keep your tone neutral and light.

### Direct levelling (sometimes referred to as 'calling')

Agree with the meeting participants that any member of the team can directly level the behaviour of another member.

The idea is to create a safe environment where anybody is able to comment on the meeting.

To directly level the behaviour of someone, use his or her name: *'Robert, I think you are taking us off-track here.'*

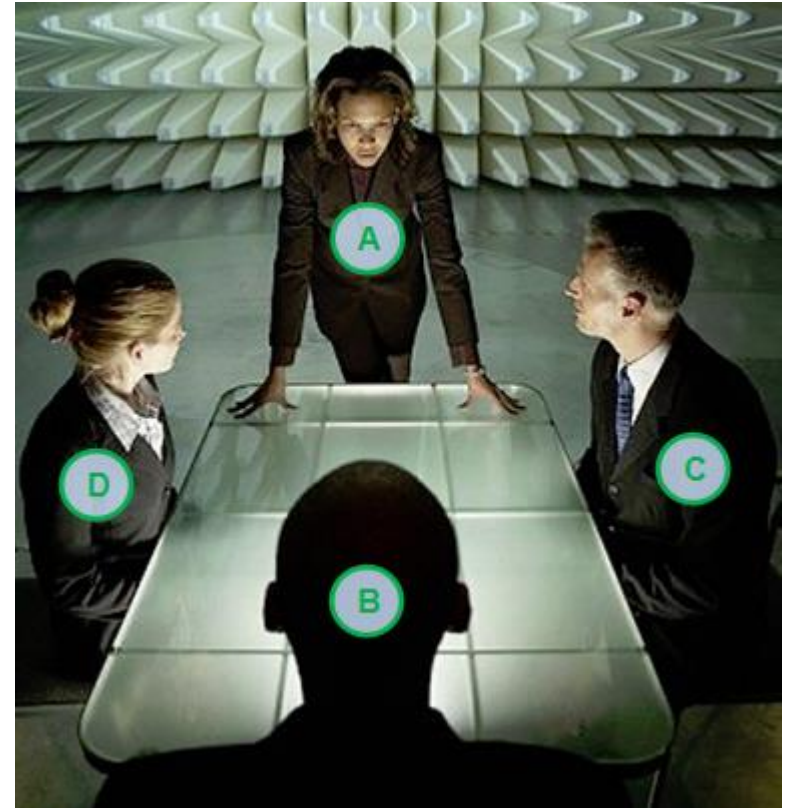
When you directly level someone's behaviour be firm but not be accusing.

# One top tip...



# Position – the fifth P!

- Which position has most power?





# Position – the fifth P!

- Most power comes from the head of the table (facing the door)
- Most cooperation comes from those beside you – more from the right than the left
- Most resistance comes from those directly opposite
- If you sit in the middle, you are part of the team, there to collaborate
- If you want more power, shift your chair slightly back to create space
- A round table suggests equality – unless one person has superior status, then power diminishes the further people are from them



# Getting to action

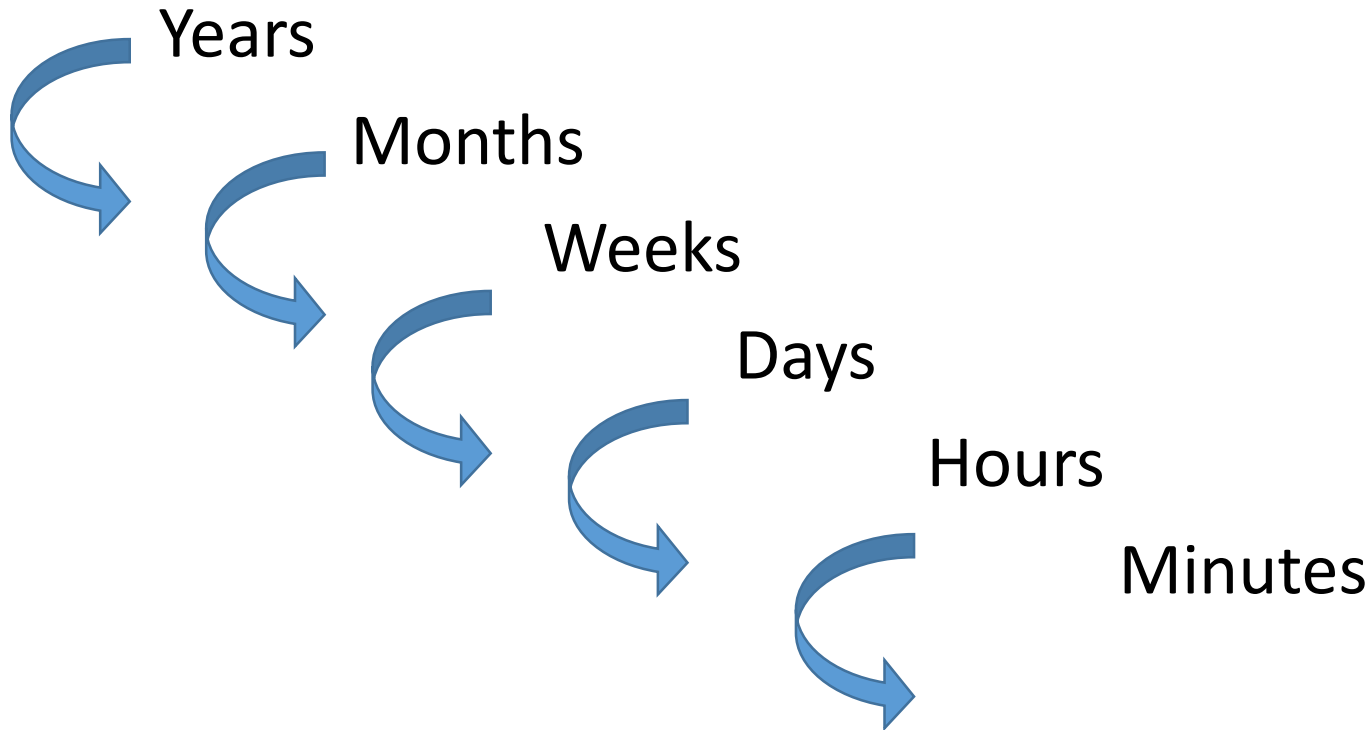
- Stop the discussion when:
  - Decision has been reached
  - It's clear more facts are required to reach decision
  - Other people need to be involved
  - Goalposts have moved / are about to move so the basis for the decision may be different
  - More time is needed to do it justice than is available today
  - Two or three members can effectively resolve it outside the meeting
  - Action can be taken to move things forward



# 30 – 60 – 90 Day Plan

	30	60	90
1.			
2.			
3.			

# Maintain momentum: 2 steps down



For a goal in 30 days, what can I do in the next 30 minutes?

For a goal in 2 months, what can I do by the end of tomorrow (2 days)?

# 2 steps down



	Today	Tomorrow	This week
1.			
2.			
3.			

# Pursue



- Type up actions and decisions and distribute them promptly (48 hours)
- Actions should include what, by whom, by when and any resources required
- Follow up on actions – if you can't, let the chair person know before the next meeting
- Hold follow up meetings if required (see step 1!)



## **Pursue** – a meeting is only as productive as it outputs

You could capture the meeting's outputs using this template:

No.	Actions captured	Owner	Timescale	Resources required	Measurement
1					
2					
No.	Decisions captured	Owner	Time	Details	
1					
2					
3					





# Keeping on top of actions

Project:			30				60				90			
Ref	Task	Who												



# Keeping on top of actions

Project:			30				60				90			
Ref	Task	Who												
1	Reminders	Me			X				X				X	
2	Draft strategy	SG	xx	x- x	TC		x	x						
3	Launch event	CC	Prep	--	--	-	TC							X



# Effective communication via email and phone





# Ask yourself

- Why?
- What?
- Whom?

You should ask yourself the following questions when deciding whether to send an email.

What am I hoping to achieve by sending this email?

Am I only sending this email to put off having a difficult conversation?

Is an urgent response needed? If so, an email may not be picked up in time.

Could we talk face-to-face?

Would a phone call be better?



# Why?

- What outcome do you want to achieve?
- Is the purpose clear in the first paragraph?
- Do you need to explain the context of the email?
- Is the email and the subject line action focused?
  - Start with the action required: For action / For information / For response
  - Describe the email's purpose
  - Contain any timescale if necessary

Eg: For action: completion of staff questionnaire by 7<sup>th</sup> June

For response: Strategy board paper – deadline 25<sup>th</sup> November

*Dear John*

*Please let me know if you have any comments on the attached before it is submitted.*



# What?

- Short, concise and action focused
- Do you really need to send an attachment?
- What does it say about you?
- Appropriate language and formatting
  - CAPITALS LOOK LIKE YOU ARE SHOUTING
  - Structure it with bullets and numbering
  - Use electronic signature
  - Keep it brief
  - Use language your recipient will understand
  - Is style and tone appropriate?
    - Read it in an angry voice before sending
    - Have you taken account of recipient's preferences?



# Who?

- Is it going the most appropriate individuals?
  - To – people to take action
  - CC – copied in for information
  - Bcc – not without really good reason
- Do not use Reply All
  - Unless you would be prepared to print and post your reply to them all if email wasn't working

# Receiving emails: 2 minute rule



- If it takes less than two minutes, do it yourself
- If it takes more than 2 minutes:
  - Delegate it
  - Diary time to action it
  - Delete it

Aim to:

- Handle emails only once
- Only check them at fixed times



On the  
phone

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# Do we know what is going on?



- Find a partner you haven't worked with
- Sit back to back on chairs
- Decide who will be person A and who will be person B
- Person A: think about someone you really admire and like, someone about whom you feel really positive. Now count out loud from 1 – 10 and back again. Keep focusing.
- Now focus on someone you find hugely challenging to work with or who you dislike. Again count out loud from 1 – 10 and back again.



- Person A now picks either someone they like or someone they dislike, and focuses on them. Count out loud, as before
- Person B will try to determine whether they are focusing on someone they like, or someone they dislike.
- Swap round if you want to try it the other way.



# Top tips

- Schedule your call
  - But be ready to leave a voice mail
- Be prepared – what are the key points you want to cover?
- Ask clear questions that get answers
  - Allow time for them to be given
- Balance talking and listening
- Clarify what you have heard
  - Repeat back & follow up question
- Schedule your next call or meeting
- Follow up by email



# Teleconferencing

- Treat it like a meeting!
- Distribute an agenda
- Share links / documents in advance
- Be punctual
- Allow time for trouble
- Take care of noise – use headphones / mute button
- Introduce yourselves and again when you speak
- Clarify roles – listen, input, decide?
- Give people a chance to input
- Don't talk over each other
- Minutes or recordings – let people know
- Summarise at the end



38, 42, 58, 70 MEGA BALL 5 ● NY TAKE 5: 2, 6, 14, 18, 19 ● NY NUMBERS MIDDAY: 185 ● NY NUMBERS

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# Group work

- Choose a meeting to work on
- Outline the purpose of the meeting and an agenda
- What do you want to tackle in a 10 minute slot?
- The creative director will manage the meeting
- Allocate roles within your group – you can use the behavior cards or choose others
- Run your meeting
- The creative director can stop the meeting at any point to change things, suggest things or replay things
- Feedback and play again



# Managing a meeting

- Individually, consider a meeting situation you would like to manage better. Note it down.
- Share on your table.
- Agree which one you want to explore further and how to describe it to the rest of the group.
- Who owns the situation?
- Voting...



# Manage a meeting

- Problem owner is the Creative Director
- Allocate roles to group
- Describe what the Chair wants to achieve in the next 10 minutes
- Chair and players simulate the meeting.
- Creative Director can stop the action and replay / instruct
- Notice what happens, what works, what else
- Review, suggest, replay



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