

Personal effectiveness

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Outline

- Think about the current context that you are working in and its impact
- Explore a leadership model that makes sense of this
- Talk about resilience, share your experiences / tools
- Dispel some myths
- Think about how the programme can support your effectiveness.
- Commit to action!

A challenging context...



- Nature of the work
- High levels of public expectation
- Pace of change
- Changing demographics
- Reduced resources
- Collaborative working across traditional boundaries
- Global recession
- VUCA

So, what might it *feel* like?



- Exhilarating & stimulating
- Busy
- Full of opportunity
- Anxiety-provoking
- Frustrating & disappointing
- Distressing
- Lack of focus
- Loss of meaning and alignment
- Loss of trust

Impact of Covid

TheKingsFund> Ideas that change health and care™

The courage of compassion

Supporting nurses and midwives to deliver high-quality care



Michael West
Suzie Bailey
Ethan Williams

September 2020

- High levels of stress and absenteeism / presenteeism
- Turnover and intention to quit
- The mass resignation
- Health and wellbeing
- 8 recommendations based on the ABC model

The ABC of Core Needs at Work



<https://www.kingsfund.org.uk/publications/courage-compassion-supporting-nurses-midwives>

https://www.gmc-uk.org/-/media/documents/caring-for-doctors-caring-for-patients_pdf-80706341.pdf

Outcome for people

- Staff views of leaders → patients' views of care quality
- Staff satisfaction → patient satisfaction
- High work pressure → less compassion, privacy, respect.
- Poor staff well-being → poorer care quality and finances
- Good HRM practices → lower patient mortality

<https://www.nhsemployers.org/-/media/Employers/Publications/Research-report-Staff-experience-and-patient-outcomes.pdf>

<https://www.gov.uk/government/publications/nhs-staff-management-and-health-service-quality>

<https://www.england.nhs.uk/publication/links-between-nhs-staff-experience-and-patient-satisfaction-analysis-of-surveys-from-2014-and-2015/>

4. Affecting the environment and outcomes for people and communities (all of us)

3. Enabling others in the organisation & wider system (us)

2. Showing up as a role model with team

1. Bringing the best of self (me)

And it is all about relationships.....



Relationship with self

Relationship with others

Relationship with
organisation and beyond

Relationship with self: *Bringing the best of me*



Knowing yourself

Growing yourself

Being yourself

Caring for yourself

What do we mean by resilience?



- Resilience is a process of successfully adapting to difficult or challenging life experiences.
- Resilient people overcome adversity, bounce back from setbacks, and can thrive under extreme, ongoing pressure without acting in dysfunctional or harmful ways.
- The most resilient people recover from traumatic experiences stronger, better, wiser

Source: Al Siebert (2006) The Resiliency Advantage

Resilience capabilities model

Keeping physically fit, eating well, and giving ourselves the time away from work to engage in activities we enjoy and recuperate enables us to maintain our energy levels

Managing
physical
energy

Perspective

Emotional
Intelligence

Resilience

Leaders who are able to stay resilient in challenging times have a wide network of friends and colleagues to draw on, both to get things done and to provide support – this also relates to the strength that helping others gives

Connections

Purpose,
values and
strengths

Having a clear sense of purpose in our work, a belief that the work we do is congruent with our personal values and plays to our strengths. A clear sense of our own values and our own moral compass help to us to keep centred when all around is change.

Being able to take a step back from a challenging situation, accept rather than deny its negative aspects whilst finding opportunity and meaning in the midst of diversity

Being aware of, understanding and regulating our emotions is essential to resilience. Allow space and time to process our emotions. Resilient leaders are also aware of emotions and needs in others and are free and willing in the support they give. They care for and are compassionate towards both themselves and others.

From: Building Resilience Five Key Capabilities, Roffey Park

1. Perspective

- Positively reframing negative experiences and finding opportunity in adversity
- Accepting what you can't change to focus your efforts on what you can change
- Being solution focussed and avoiding getting stuck in the problem
- Face fully negative information without dwelling on it

Mindset

- **Personal** (I am not good at this job)
Pervasive (I haven't done well in any job)
Permanent (I will never do well in my job)
- **Impersonal** (this job is very difficult)
Specific (I am finding it hard to prioritise)
Temporary (with time I can learn how to do that)

Martin Seligman (1991) Learned Optimism

Ellis' Model

A Activating Event (Adversity)

B Belief

C Consequence

D Disputing/Disputation

E (New) Effect

▶ *Albert Ellis (2016) Rational Emotive Behaviour Therapy*

Circle of concern and circle of influence (Stephen Covey)

Covey's Circles of Influence



Proactive Focus

Positive energy enlarges Circle of influence



Reactive Focus

Negative energy reduces Circle of influence

Pause to reflect in small groups

- Introduce yourselves and talk about the models that have been presented
- Select one or two to try out and explore in relation to something that you are trying to get perspective on.
- Support each other to work through the issues
- Prepare to feedback in plenary on your experience and thoughts



2. Emotional Intelligence

- Acknowledging your own feelings and expressing them appropriately
- Being able to change your mood when you need to (self-regulation)
- Being intentional in offering support to others
- Being skilful in working with others

Emotional Intelligence

Personal Competence (How We Handle Ourselves)	Social Competence (How We Handle Relationships)
<p>Self-awareness: knowing our internal states, preferences, resources, and intuitions. Includes:</p> <ul style="list-style-type: none">• emotional awareness• accurate assessment of our strengths and limits• self-confidence	<p>Empathy: having awareness of others' feelings, needs, and concerns. Includes:</p> <ul style="list-style-type: none">• understanding others• developing others• anticipating and meeting others' needs• leveraging diversity• reading a group's emotional currents and power relationships
<p>Self-regulation: managing our internal states, impulses, and resources. Includes:</p> <ul style="list-style-type: none">• self-control of disruptive impulses• trustworthiness• conscientiousness• adaptability to change• comfort with new ideas and approaches	<p>Social skills: adeptness at inducing desirable responses in others. Includes:</p> <ul style="list-style-type: none">• ability to influence others• clear communication• conflict management• leadership• ability to catalyze change• building bonds• collaboration and cooperation• ability to create group synergy
<p>Motivation: moving toward achievement of goals. Includes:</p> <ul style="list-style-type: none">• drive• commitment to a group's or organization's goals• initiative• optimism in spite of obstacles or setbacks	<p><i>Adapted from Daniel Goleman, Working with Emotional Intelligence, pp. 26–27.</i></p>

Know yourself

“And it is still the most difficult task any of us faces. But until you truly know yourself, strengths and weaknesses you cannot succeed in any but the most superficial sense of the word.”

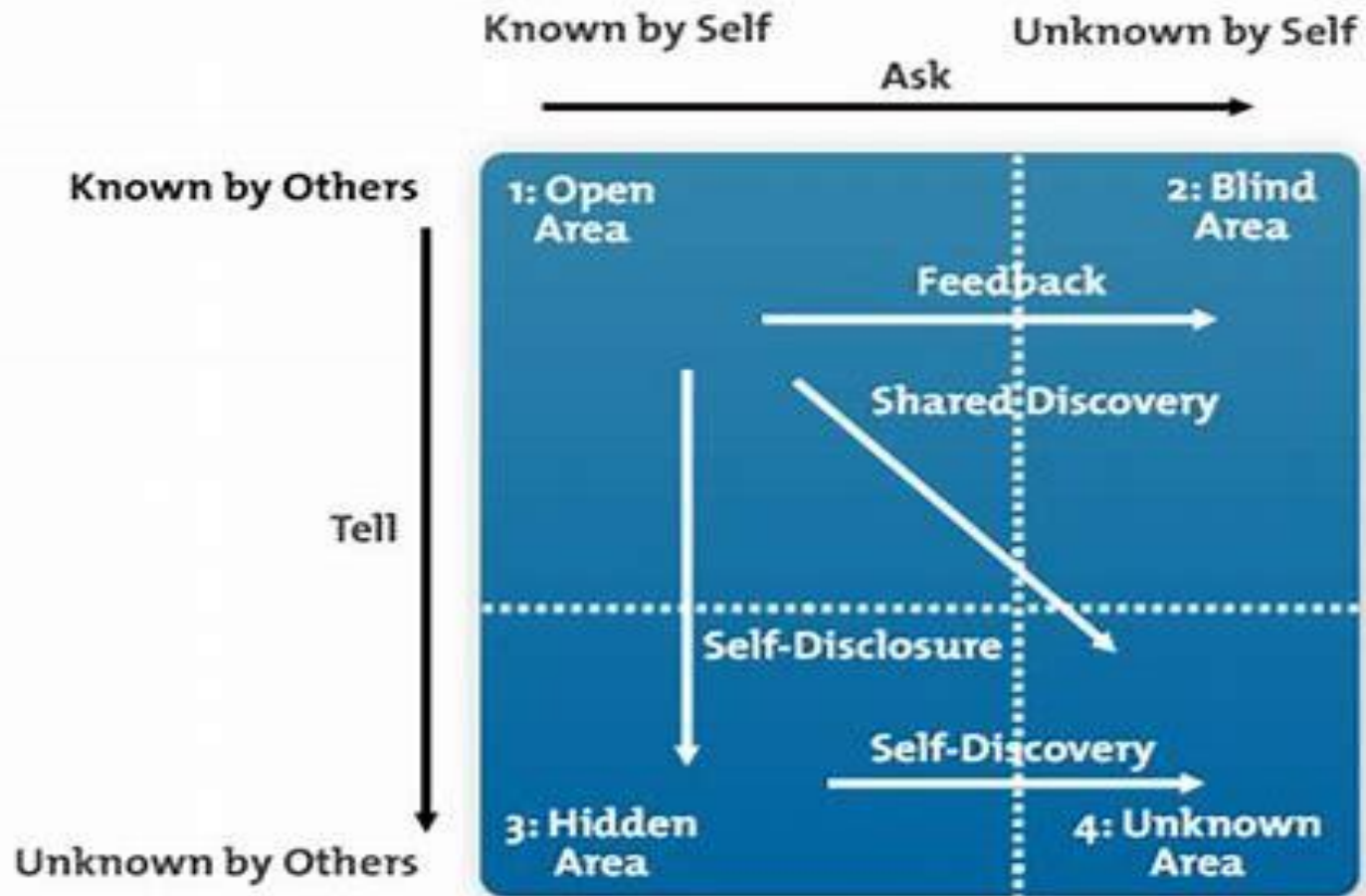
Source: Bennis (2009) The Essential Bennis. Jossey-Bass, San Francisco.

P 205.



Johari's Window

<https://www.businessballs.com/self-awareness/johari-window-model>



Grow yourself



Mental agility

Continual self-
directed learning

Sharpen the saw

Pause to reflect

- Looking across the elements of the EI model, where are your strengths and where are the areas that you think you need to focus
- Who could help you?



3. Purpose, values and strengths

- Having a clear sense of purpose at work
- Having a clear sense of your personal strengths and ensuring you have the opportunity to use them regularly at work
- Having a clear sense of you own personal values and acting in a way that is consistent with those values
- Does your work fit well with your personal values and beliefs

Be yourself (authenticity)



Understanding your purpose, your *why*

Practising solid values aligned with your beliefs

Leading with heart

[Simon Sinek: How to discover your "why" in difficult times | TED Talk](#)

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2.
Showing up as a role model with team

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Relationships with others: *Showing up as a role model with team*

“The real key to your influence with me is your example, your actual conduct.

Your example flows naturally out of your character, or the kind of person you truly are - not what others say you are or what you may want me to think you are.

It is evident in how I actually experience you.”

Source: Stephen Covey (2004) The 7 Habits of Highly Effective People. Powerful Lessons in Personal Change, Free Press, New York, p 238.



“If you want the people you lead to perform at their peak performance you must induce them to follow you because they want to rather than because they have to.”

*Source: Deering, Dilts & Russell (2002)
Alpha Leadership. Tools for Business Leaders
who want more from life. Wiley, London. P 46*

What leaders pay attention to, talk about and model in their own behaviour tells those in the organisation what it is they should value.



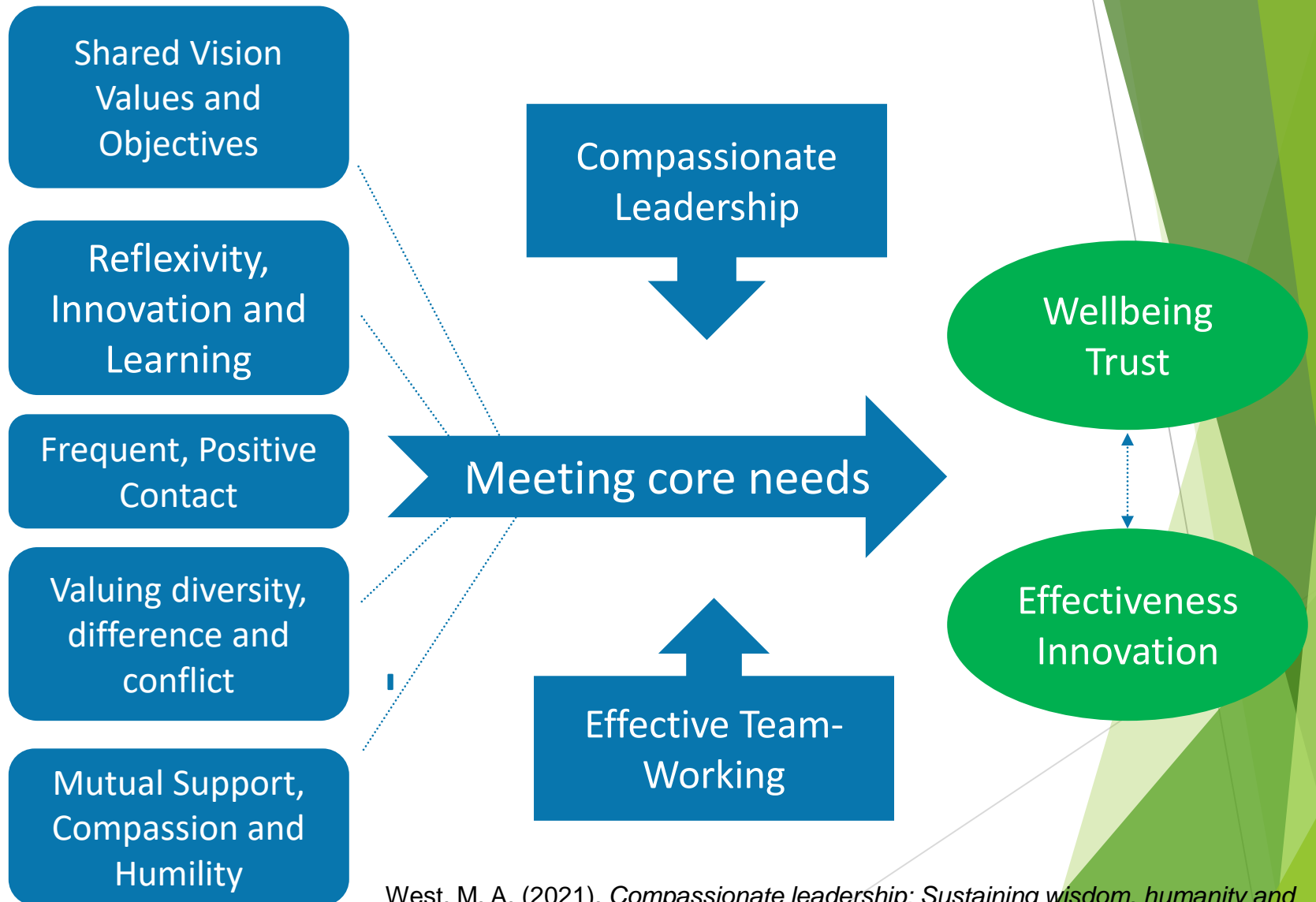
"What leaders focus on, talk about, pay attention to, reward and seek to influence, tells those in the organisation what the leadership values and therefore what they organization members, should value."

Creating high performing teams

- A meaningful common purpose
- Specific performance goals
- Complementary skills
- Strong team commitment
- Mutual accountability

Source: Katzenbach, J & Smith, D 1993, The Wisdom of Teams. Harvard Business Review

Transformed teams and organisations



Pause to reflect in small groups

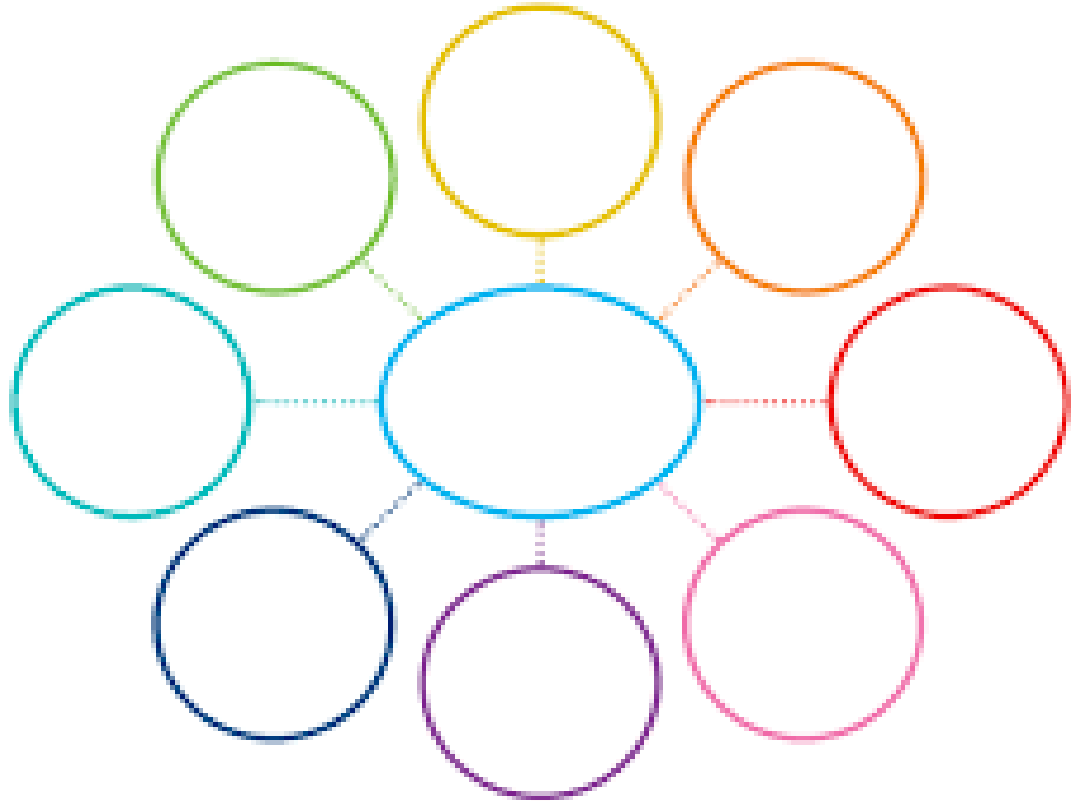
- Introduce yourselves
- Why did you choose the profession / role that you are doing?
- What really matters to you about your role?
- In your team, to what extent are you talking about *your why*?



4. Connections

- Having a strong and reliable network of colleagues inside and outside of work that will help you to get through difficult times
- Being able to meet your varied needs through a diverse network
- Spending time with people who give you energy
- Avoiding compassion fatigue [compassion fatigue vs burnout - Google Search](#)

Mapping your key connections



Pause to reflect in small groups

- Looking at your map what do you notice?
- Who is close and who could be closer?
- Are there any obvious gaps?
- Do all of these connections give you energy or do some drain you energy



5. Managing physical energy

- Making time to exercise regularly
- Getting enough sleep
- Making sure that you are eating a healthy diet
- Making time in your schedule to pursue activities that give you joy and help you to relax
- Switching off from work

Caring for yourself

Activities that aid recovery enable:

Psychological detachment from work

Relaxation

Mastery -achievement from challenging tasks

Control - what to do and when in non-work time.

Some intuitive but empirically supported findings:

Work breaks (e.g., proper lunch breaks without tasks)

Vacations (though effects fade quickly)

Physical activities/exercise

Natural environments

‘Blue’ environments - sea, lakes, rivers etc.

‘Green’ environments - forests, hills, fields

Urban green (parks)

Urban non-green (architectural variety and low building height)

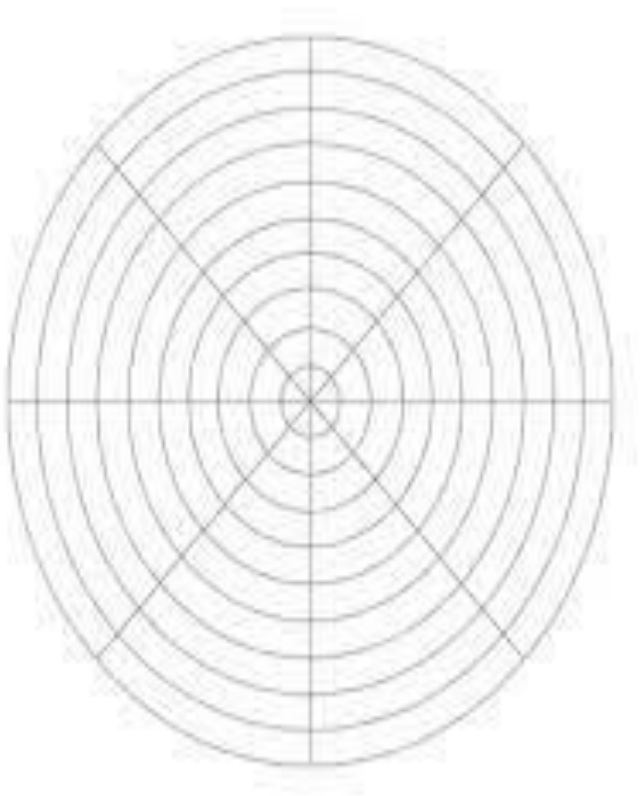
And

An important ‘inverse recovery law’:

**Those whose work is most stressful
are least likely to do these things**

Sonnentag, Venz & Casper, (2017). Advances in recovery research: What have we learned? What should be done next? *Journal of Occupational Health Psychology* 22, 365-380.

The wheel of life



- ▶ Using the template add in headings that cover different roles / aspects of your life
- ▶ Put whatever makes sense to you i.e. Team leader, partner, friend / family, adventure
- ▶ Score each one from 0 to 10, where 0 is very dissatisfied and 10 is couldn't be better

Pause to reflect in small groups

- What have you noticed about your 'wheel'?
- What adjustments could you make?
- What commitments could you make?
- What might get in the way and how might you counter this?



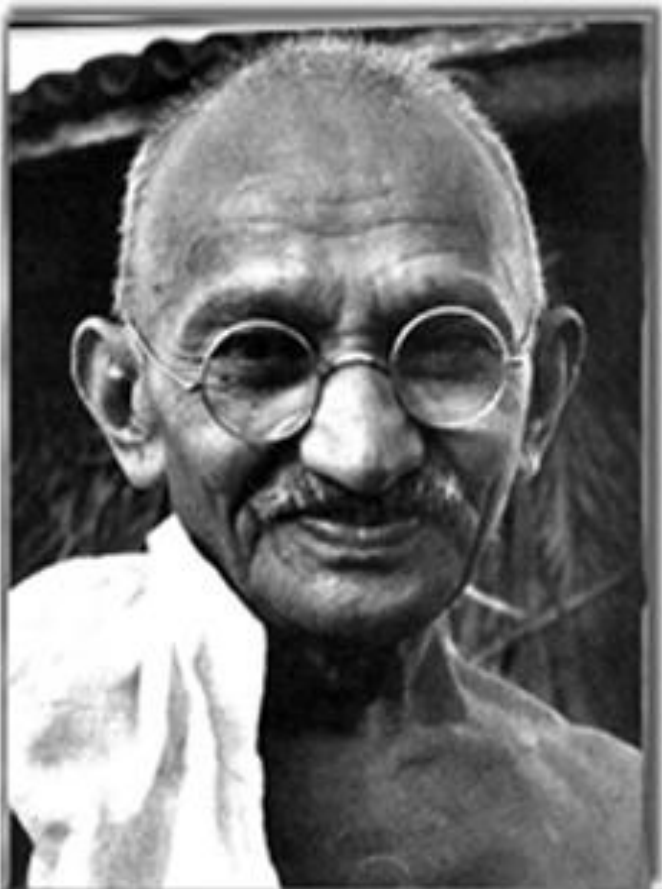
How the programme can help

Aspect of resilience	Intervention
1. Perspective	360 feedback, action learning, active participation in programme
2. Emotional intelligence	360 feedback, action learning feedback, workshops, project
3. Purpose, values and strengths	360 feedback, reflection, action learning , workshops
4. Connections	Being a cohort member, CoP, building networks, mentoring, project
5. Managing physical energy	Personal development planning, workshops, action learning, cohort support, ongoing commitment

Building your effectiveness

- ▶ This is not a destination but a journey
- ▶ It is important to be continually learning and trying new things, the more strategies that you have the better
- ▶ Pay attention to what is happening to you, know your own early warning signs and take action
- ▶ Notice how the context that you are working in is changing
- ▶ Be compassionate with yourself!

Relationships with the organisation and beyond - *enabling others in the system and affecting outcomes*



“Be the change you want to see in the world.”

“As human beings, our greatness lies not so much in being able to remake the world as in being able to remake ourselves.”

<http://www.positivityblog.com/index.php/2008/05/09/gandhis-top-10-fundamentals-for-changing-the-world/>

It's about you



“Change will not come if we wait for some other person or some other time. We are the ones we’ve been waiting for. We are the change that we seek.”

Barack Obama.

Source: <http://www.brainyquote.com/quotes/quotes/b/barackobam409128.html>