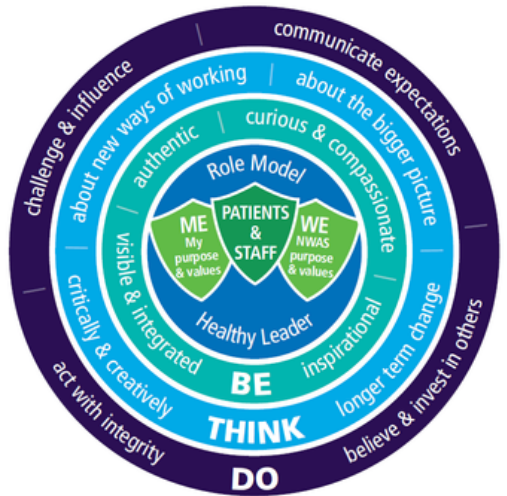


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#BeThinkDo

MAKING A DIFFERENCE: LEADERSHIP OF OTHERS HANDBOOK



**WORKING
TOGETHER.**



**BEING AT
OUR BEST.**



**MAKING A
DIFFERENCE.**

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**Making a Difference: Leadership of
others (Pre-Survey)**



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INTRODUCTION

Welcome to the Leadership of Others, Module 2 in the Making a Difference Programme which will focus on how we can better lead others.

As a leader, you set the tone for your team. The capabilities you build in this module, including empathy, conflict management, trust-building, and having compassionate well-being conversations, empower you to role model and enable compassionate, inclusive leadership.

By growing your social awareness, you become more attuned to the needs of your team and can better support them. By enhancing your relationship management abilities, you can resolve conflict effectively, build trust, and create positive connections.

This handbook contains tools to guide you on this leadership journey. With dedication to honing these skills, you can make a meaningful difference for your team. It all starts with you!

GOLEMAN'S MODEL OVERVIEW

Emotional Intelligence (EI) is the ability to manage both your own emotions and understand the emotions of people around you.



People with high EI can identify how they are feeling, what those feelings mean, and how those emotions impact their behaviour and in turn, other people. It's hard to 'manage' the emotions of other people - you can't control how someone else feels or behaves, but if you can identify the emotions behind their behaviour, you'll have a better understanding of where they are coming from and how to best interact with them.

SOCIAL AWARENESS

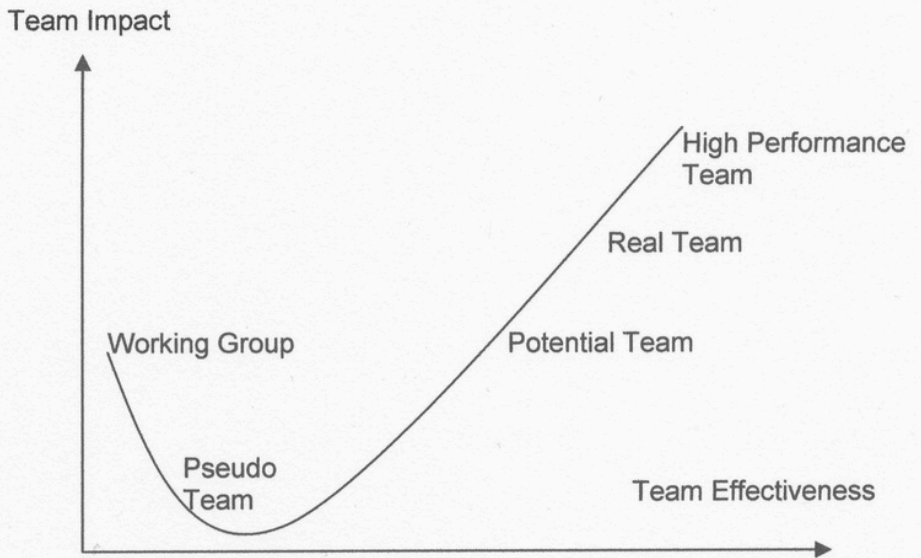
Social awareness - You have empathy. You can understand the emotions, needs, and concerns of other people, pick up on emotional cues, feel comfortable socially, and recognise the power dynamics in a group or organisation.

The Katzenbach Team Performance Curve is a model that describes the stages of team development and performance. This model helps you to understand your current stage of development and identify actions to improve performance.

The model has 5 stages:

- Working Group: People who come together to exchange ideas and information to help them do their own jobs better.
- Pseudo Team: Individuals working independently, not yet functioning as a team.
- Potential Team: Team members start to come together but may still be working individually.
- Real Team: Team members collaborate and work together effectively.
- High-Performance Team: Team consistently delivers exceptional results.

Team Performance Curve



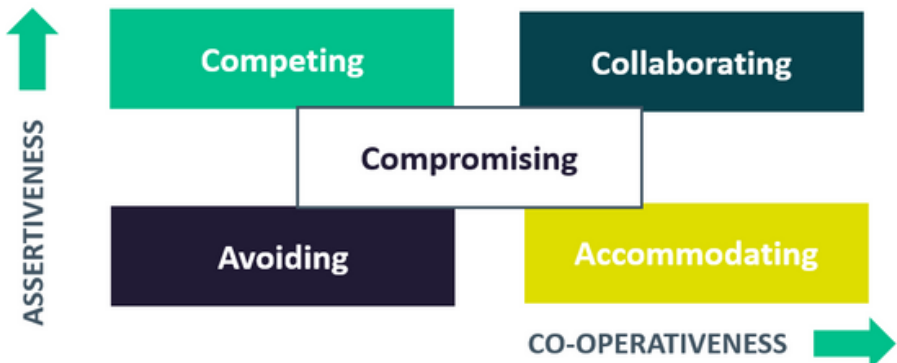
YOUR NOTES

RELATIONSHIP MANAGEMENT

Relationship management – You know how to develop and maintain good relationships, communicate clearly, inspire and influence others, work well in a team, and manage conflict.

Overview of relationship management capabilities:

- Effective communication is the foundation of successful relationship management.
- Building and maintaining trust is crucial for any relationship.
- Conflicts are inevitable in any relationship.
- Negotiation is often a part of managing relationships.



- **Competing:** assert own interests and needs strongly, often at the expense of others. It may be appropriate when quick decisions are needed or when individuals are confident that their solution is the best.

- **Collaborating:** seek mutually beneficial solutions and are both assertive and cooperative. Collaboration is ideal for complex issues, where both parties' concerns are significant, and a win-win outcome is desired.



- **Compromising:** aim to find middle-ground solutions by making concessions. Compromising works well when a quick resolution is needed, and both parties are willing to make concessions.



- **Avoiding:** tend to sidestep conflicts or withdraw from them altogether. Avoidance can be appropriate when the issue is trivial, emotions are running high, or additional time is needed to gather information.



- **Accommodating:** prioritise maintaining harmony and relationships. Suitable when preserving relationships is more important than the specific issue

CONFLICT MANAGEMENT

Facts on workplace conflict:

- Workplace conflict can occur in any organisation
- Workplace conflict can be triggered by a variety of factors, including high-stress environments, heavy workloads, communication breakdowns, differing personalities, and disagreements over patient care decisions
- Impact patient care quality

Guidance on handling conflict respectfully:

- Handling conflict respectfully is essential for maintaining positive relationships
- Stay Calm and Self-Aware
- Choose the Right Time and Place
- Empathise and Understand
- Avoid Blame and Accusations

YOUR NOTES

LISTENING

5 levels of listening and impact on teams:

- Not listening: not paying attention to the speaker.
- Pretend listening: you appear to be paying attention but is only selectively hearing parts of the conversation.
- Selective listening: you are only focussed on specific parts of the message while filtering out other information.
- Attentive listening: you are fully engaged and making an effort to understand the speaker's message.
- Empathetic listening: you not only understand the words being spoken but also tries to understand the emotions, perspectives, and motivations behind the message.

Guidance on mindsets for effective listening:

- Open-mindedness
- Curiosity
- Empathy
- Respect
- Non-judgemental
- Patience



BUILDING TRUST AND RAPPORT

Scholtes model on building trust and rapport:

Trust is based on two factors:

- Aptitude: The extent to which I think you are capable.
- Benevolence: The extent to which I think you have my best interests at heart.

How do you build trust?

- Show competence; do what you said you were going to do when you were going to do it.
- Be benevolent, show that you care, go further than you really needed to go.

Questions to reflect on trust and rapport in teams:

- What steps can we take to increase trust among team members, especially in cases where it's lacking?
- How do we ensure that trust is maintained and reinforced over time?
- What activities or practices contribute to building rapport within our team?
- How do we handle disagreements and conflicts to ensure they don't harm team rapport?
- What can you do to strengthen connections and personal relationships within the team?

WELLBEING CONVERSATIONS

Elements of effective wellbeing conversations:

- Active listening
- Compassion
- Non-judgemental
- Ask open questions
- Pay attention to non-verbal communication
- Set goals
- Follow up



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Thank you for joining us today

L&OD CONTACT DETAILS:



Email

Learning&OD@nwas.nhs.uk



Phone

01204498400



Twitter

@NWAmb_learning



CPD & Learning Hub

<https://cpd.nwas.nhs.uk/>



Office Address

Ladybridge Hall, 399 Chorley New Road, Bolton, BL1 5DD