

Workshop: Leadership and Valuing Staff

Full notes (all groups)

Experiences of leadership and nurse retention:

Barriers

Perceptions

Leadership or management

Despondency

Communication

Valuing (lack of)

Supervisors not appreciating the impact they have on students

Money- challenge this! Use Agency

Non-clinical approaches to management

Loneliness for senior roles

Severe lack of time

Misunderstandings in emails, etc.

Personal attack- Solutions (S): policies, consistency, expectations

Managing techniques- S: Leadership styles; held to account; lack of clear vision; professionalism

Performance management- S: structure

Balance- S: flexibility, understanding each other, trust

Disorganised

Valued- S: Thank you

Role of the matron- why some work clinically and why some don't see it as key

How do you please everyone?- S: sandwich and please all or no one

Is there a disconnect with the board and their understanding of culture and the culture of the actual Trust?

Solutions:

Education and training

But how do you sustain levels of empowerment

Changing perceptions

Positive role modelling

Modelling culture barometer

Career progression plans

Building relationships/understanding individual needs

Trusting and respecting staff and that being reciprocated

Giving staff the opportunity to understand your role/challenges

Engage with staff to build emotionally engaging relationships; promote empathy

Time: Spend 5-10 minutes actively helping intermittently throughout the day. Be visible!

Emails: Try and avoid emailing when a face-to-face or telephone conversation would be better. Emails are often not the most efficient form of communication

Taking time to spend time with staff

Transparency from the top

Meaningful CPD

Simple things- "Thank you"

Being inclusive

"It's ok not to be OK"

Mental health first aid

Identify issues early

Manage expectations

Empower managers to have conversations

Networking/bench marking

Permission to break rules

Summary

Barriers:

Resources- time, money

Slowness of the HR processes when dealing with performance

Empty compliments

Failing to fail- not acting in a timely way

Bullying culture

Lack of equity- staff in organisation treated differently

Nurses sometimes not kind to each other

Solutions:

Fight with heart and head

Being fair and equitable and acting according to policy; Support re: performance management

Working with the best as well as the worst

Leaders having self-belief and being self-reflecting

Finding support- personal contacts, provide challenge, provide support

Role modelling leadership

Back to your passion

Sharing time/being human/ cake time

Breaks

