

## **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

Networking/bench marking

Permission to break rules

## Summary

### Barriers:

Resource 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

