



Being an
Effective Leader
Programme *Handout*

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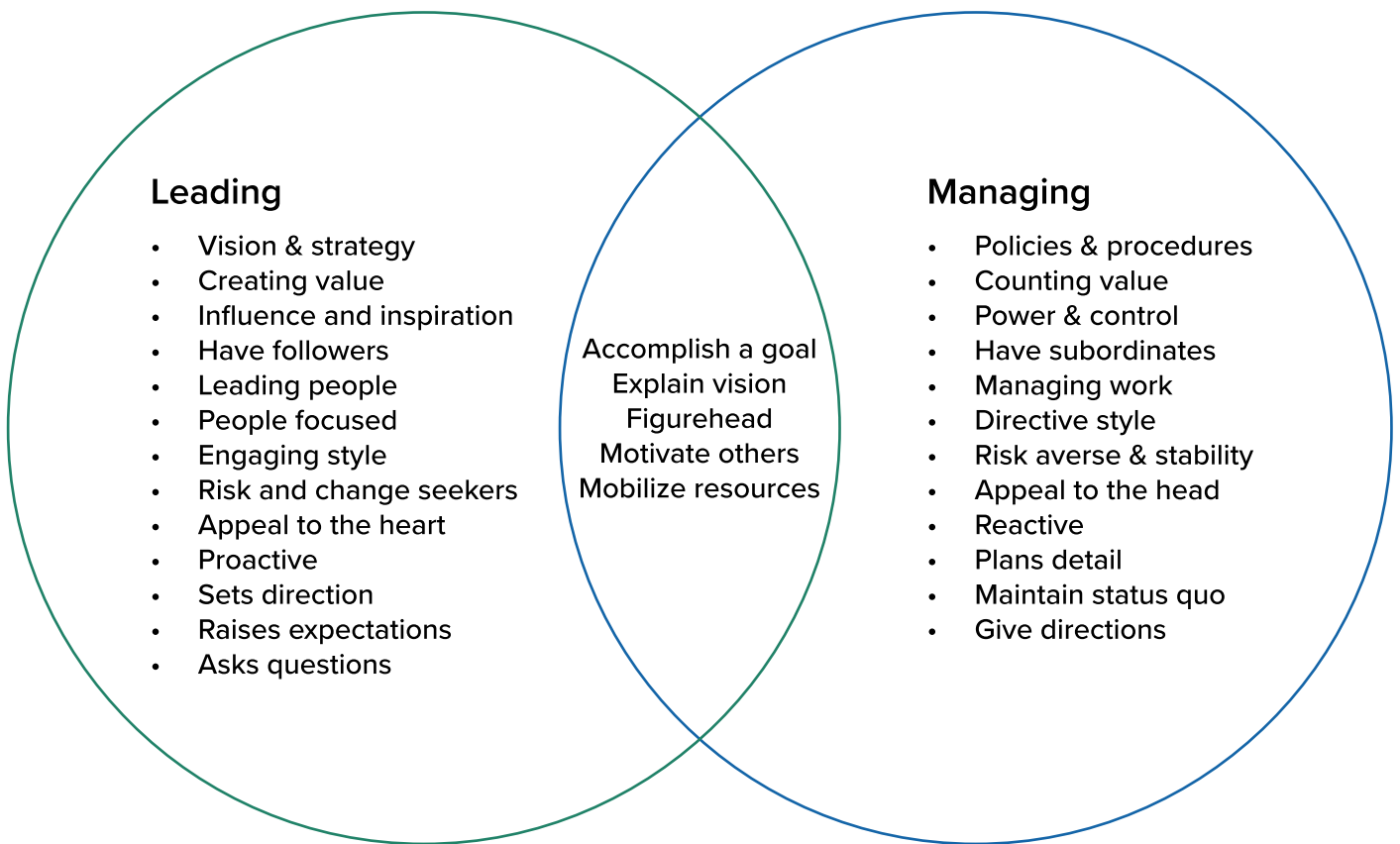




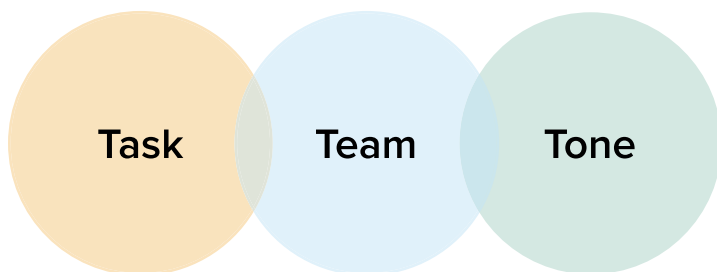
Day 1

Team, Task, Tone

Management or Leadership, what's the difference?



What does it mean to be a 'leader'?



Notes



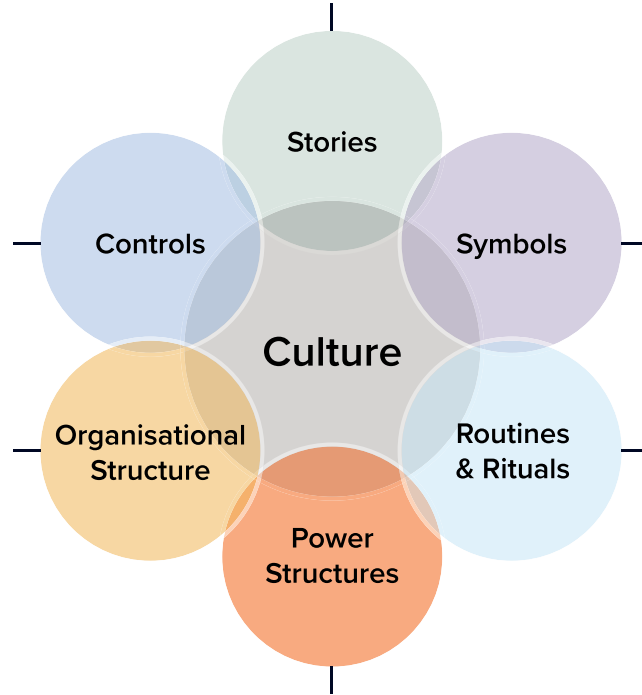
Culture Web

*Work by Johnson & Scholes.

What past events people talk about inside and outside the organisation—success or failures. Who and what are heroes/heroines?

Internal control systems relating to e.g. finance, performance quality and rewards/salaries.

This includes the formal organisational structure, and relationships that dictate whose contributions are most valued.



Organisational ‘semiotics’ including logos, how grand the offices are, plus formal or informal dress codes.

Behaviour and rules that signal importance. So, what’s supposed to happen in given situations and what’s valued by management.

Pockets of real power & influence over decisions, operations, direction. This can include social power.

Purposeful and Compassionate Leadership

“We will develop leaders who are role models, who act purposefully and compassionately to embed equality, diversity and inclusion principles.

Our leaders will create a safe environment where everyone feels respected and valued, and they actively support a sense of belonging”

- The Christie NHS Foundation Trust



Ask Yourself

How might we do this in our own organisation(s)?



Leading every day to create good cultures

Be Curious & Conscious

- Admit what you don't know, ask questions, proactively seek diverse opinions
- How do you create conditions for everyone to thrive? What story does your data tell you? How do you connect with a range of people?

Be Courageous

- Try new things! Experiment and challenge yourself and others to act differently

Look in the Mirror

- What has your role been in a situation? Be accountable and take responsibility. Lay the groundwork for psychological safety.
- Focus on the problem/solution, not the person. Fix together.

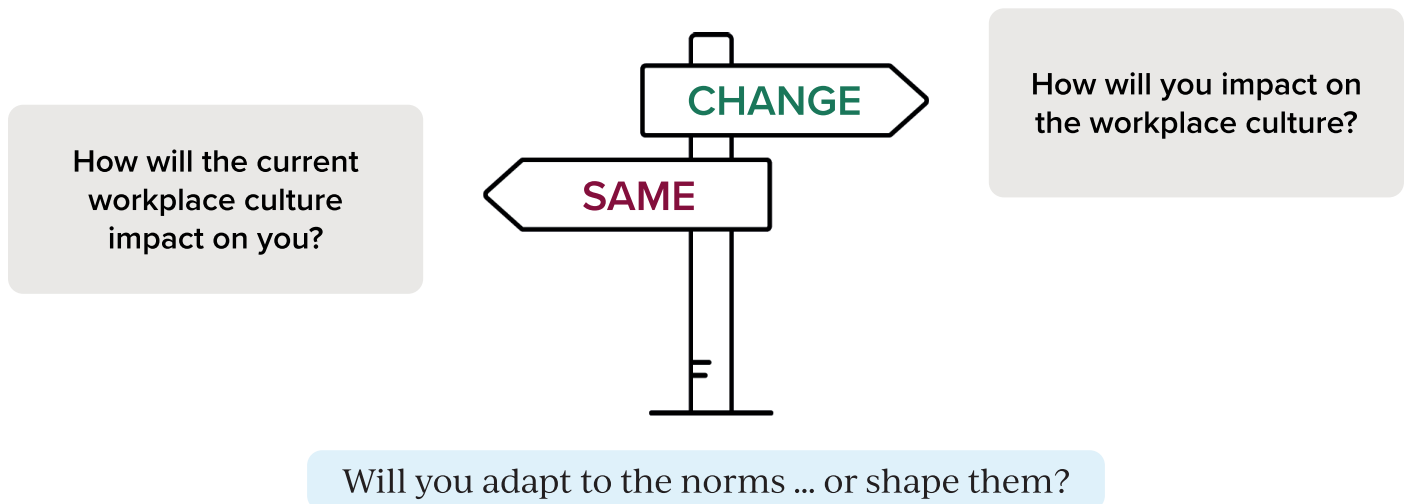
Ask Yourself

What do I already do well?

What do I usually avoid?



Will you adapt... or shape the culture?



Ask Yourself

One thing I will do differently this week to shape culture is...

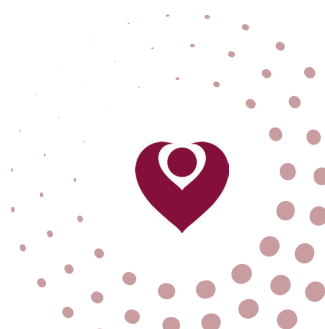
How are you deciding what gets your time?

Instructions:

1. Circle where you spend most of your time.
2. Circle where you should be spending most of your time.

	URGENT	NOT URGENT
IMPORTANT	Firefighting <ul style="list-style-type: none">• Crises• Last-minute issues• “Everything is urgent”	Real Leadership Work <ul style="list-style-type: none">• Planning• Developing your team• Preventing problems• Thinking time
NOT IMPORTANT	Interruptions <ul style="list-style-type: none">• Other people’s priorities• Meetings with no purpose• Emails that feel urgent	Time Wasters <ul style="list-style-type: none">• Busy work• Low-value tasks• Avoidance disguised as work

“If you don’t choose your priorities... your environment will.”

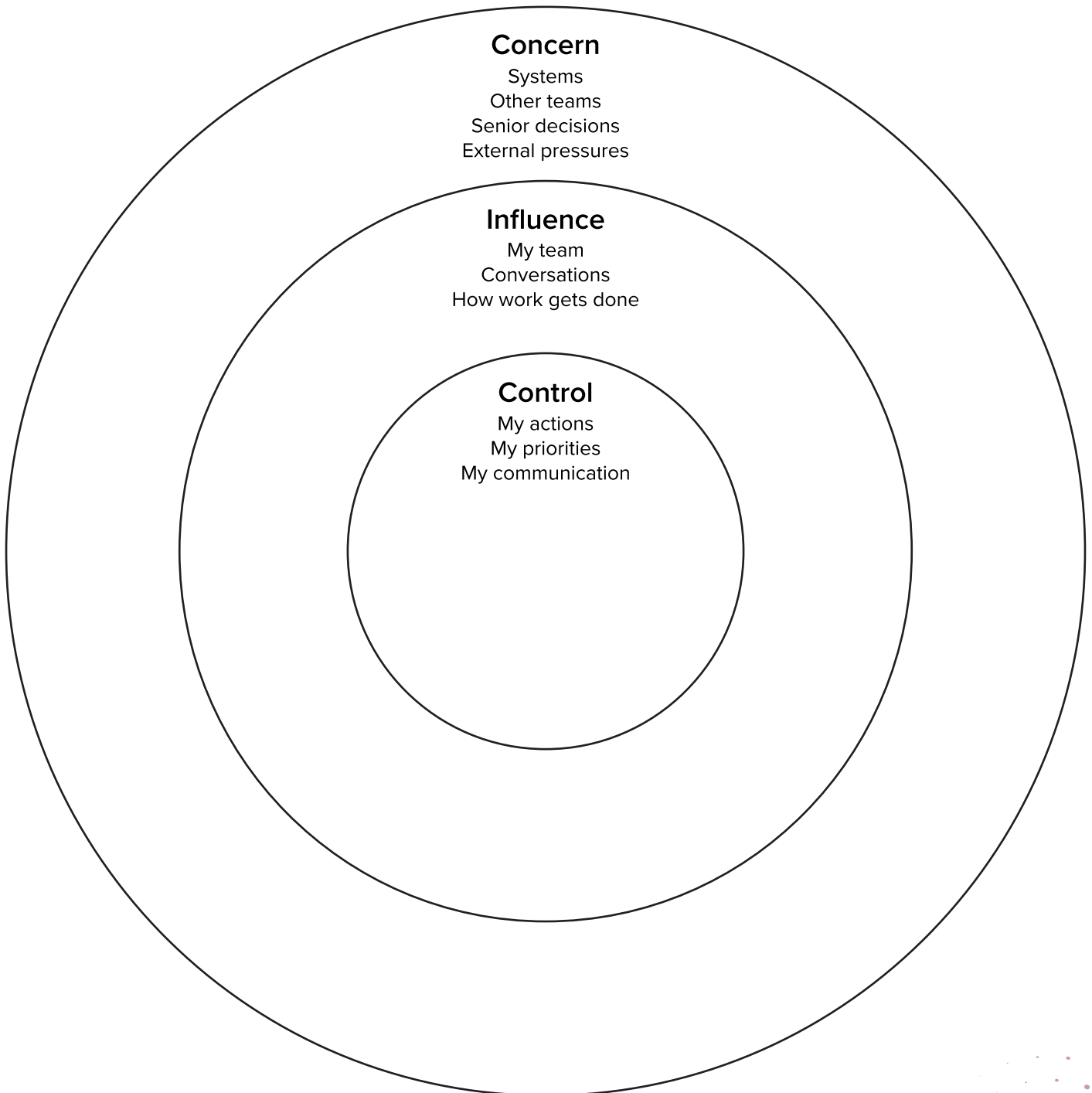


Where should you focus your energy?

What's currently frustrating you at work?

Instructions:

Place the things you can directly control in the inner circle, place the things you can influence in the 'influence' circle, then place the things you have no control over in the 'concern' circle



“Leaders focus less on what they can’t control... and more on how they respond.”







What's one thing you're currently worrying about?

What would happen if you stopped spending energy on that?

Team Reflexivity

High +

TASK REFLEXIVITY

<p style="text-align: center;">TYPE D</p>  <p style="text-align: center;">Cold efficiency team</p>	<p style="text-align: center;">TYPE A</p>  <p style="text-align: center;">Fully functioning team</p>
<p style="text-align: center;">TYPE C</p>  <p style="text-align: center;">Dysfunctional team</p>	<p style="text-align: center;">TYPE B</p>  <p style="text-align: center;">Cosy team</p>

- Low

SOCIAL REFLEXIVITY

High +

Why do the same problems keep happening?

CONSTANT FIREFIGHTING

CONTINUOUS IMPROVEMENT

Always doing:

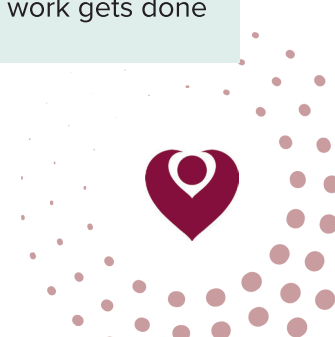
- Busy
- Reactive
- Fixing the same problems

Trying to improve:

- Good intentions
- No time to step back
- Changes don't stick

Doing & reflecting:

- Regular check-ins
- Learning from mistakes
- Improving how work gets done



Ask Yourself

Where does your team sit on the spectrum of reflexivity? What keeps you there?

If you don't create time to reflect... you create time to repeat.
Improvement starts with conversations.

Delegation

Keep it Simple

Good delegation = clarity on:

- What needs to be done
- Why it matters
- When it's needed
- What support is required

"If it's not clear to them... it's not clear enough."

One size doesn't fit all

Think about who you're delegating to:

- Experience
- Confidence
- Motivation

"Different people need different levels of direction."

What will you delegate this week?

- What is the task?
- Who will you delegate to?
- What do you need to be clear on?
- How will I know that I have delegated well?





Day 1

Understanding Self & Others

Emotional Intelligence in Practice

Notice your
reaction

Pause before
responding

Choose how you
communicate

It's not what you feel ... it's what you do with it.

'Ability to monitor one's own and other people's emotions'.
(Daniel Goleman)

Myers-Briggs Type Indicator (MBTI)

Katharine Cook Briggs (1875-1968) & Isabel Briggs Myers (1897-1980) from the ideas of Carl Jung

MBTI

- Practical tool for enabling self-awareness
- An instrument for understanding people through observation of their personality differences

Overview of MBTI

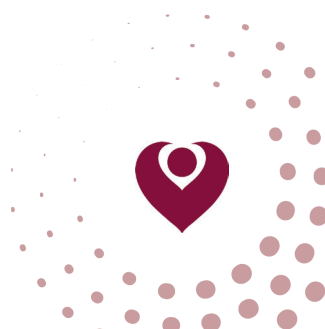
- **16 types**
(Find the 16 MBTI Types attached at the end of this handout (p. 23).
- **Understanding of one's own drivers:**
 - How you prefer to interact with the world
 - What things you might want to work to develop to help you interact more effectively with the world
 - How you might work with others more effectively
- **No one personality type is 'best' or 'better' than any other.**

Our PREFERENCES

- **E/I ...** refers to where one gets energy
- **S/N ...** how we take in information
- **T/F** What drives our decision making
- **J/P ...** how we like to live our lives

We learn to address our "non-preferences", but we cannot change our default

- **Orientation to world (E or I)**
Extraversion or Introversion
- **Take in information (S or N)**
Sensing or iNtuition
- **Make decisions (T or F)**
Thinking or Feeling
- **How we live our lives**
Judging or Perceiving

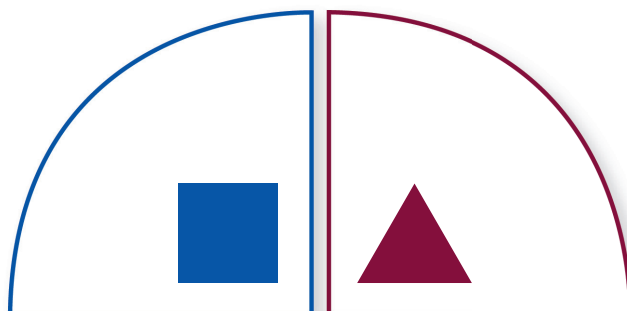


Insights Discovery (Four Colour model)

Psychometric tool, designed to increase self-awareness.

Cool Blue (Square)

- Cautious
- Precise
- Deliberate
- Questioning
- Formal

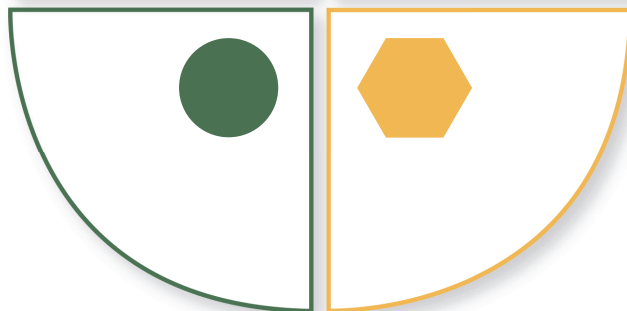


Fiery Red (Triangle)

- Competitive
- Demanding
- Determined
- Strong-willed
- Purposeful

Earth Green (Circle)

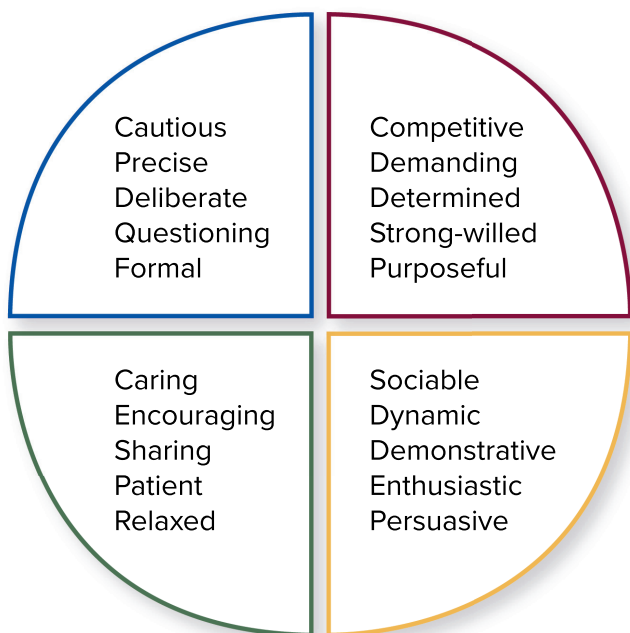
- Caring
- Encouraging
- Sharing
- Patient
- Relaxed



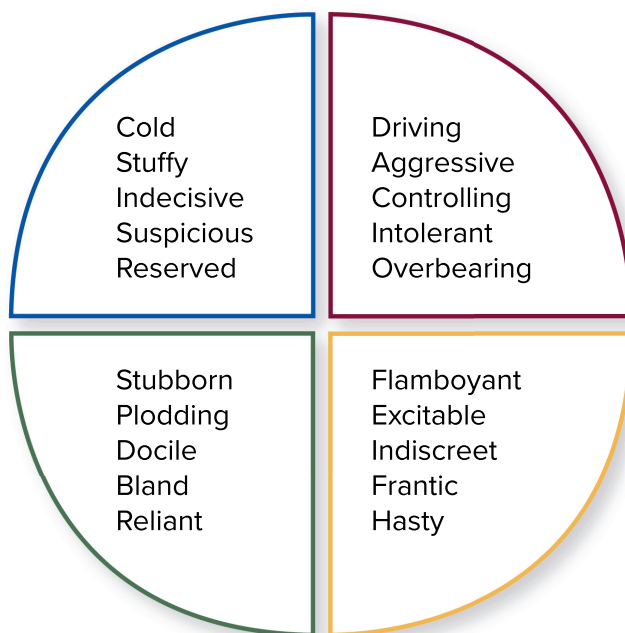
Sunshine Yellow (Hexagon)

- Sociable
- Dynamic
- Demonstrative
- Enthusiastic
- Persuasive

Good Day



Bad Day



Notes



Influencing

Influencing is how your message lands.

Influencing isn't about being pushy. It's about communicating and motivating in a way that actually works for the other person.

What makes influence work?

01

Be direct,
focus on
results.

02

Be engaging,
build energy.

03

Be patient,
build trust.

04

Be clear,
give detail.

Do's:

- Ask questions
- Listen
- Show interest
- Adapt your style

Don'ts:

- Tell
- Argue
- Push your agenda
- Ignore others

Bringing it all together

Think of one real conversation you need to have:

- A person
- A situation
- Something you've been avoiding / delaying

Action Planning - Apply the 3 T's



Task: What needs to be clear?



Team: What do they need? (style)



Tone: How will you come across?



Share: What's the conversation? What will you do differently?





Day 2

Effective Communication Skills for Managers

What hinders communication with colleagues?

Differences in:

- Values
- Expectations
- Backgrounds and experiences
- Language/ jargon
- Schedules/ routines
- Professional cultures/ ways of working

As well as:

- Hierarchies
- Professional rivalries/Fears around professional identity
- Concerns about clinical responsibility
- Complexity of care
- Fear of retribution
- Emphasis on rapid decision making
- Uncertainty

Effective Communication Skills

• Listen

Listening involves first of all suspending one's own agenda and seeking to understand how the other person views a situation. It is important to listen both to the words and for any hints to the thoughts and feelings they may be experiencing.

• Acknowledge

• Reflection

Reflection is repeating the person's own word/s back to them. Reflection can be used to acknowledge what the person has said (allowing the person to feel heard) and to encourage them to continue.

• Paraphrase

Paraphrasing is repeating back what the person has said but in your own words. This allows you to both acknowledge what the person has said and to check that you have understood correctly.

• Summary

Summarising is repeating back to the individual the key things you have heard. Summary can be used throughout the interaction to show you have listened to what the person has said, and to check you have understood.

• Empathise

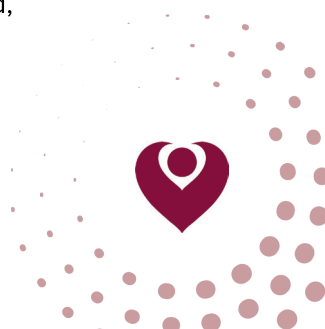
Verbally acknowledge the person's experience and how it leaves them feeling without judgement.

• Pause

Wait for the other person to confirm that you have understood correctly and allow them to continue/ expand further ...or Ask if you have got it right.

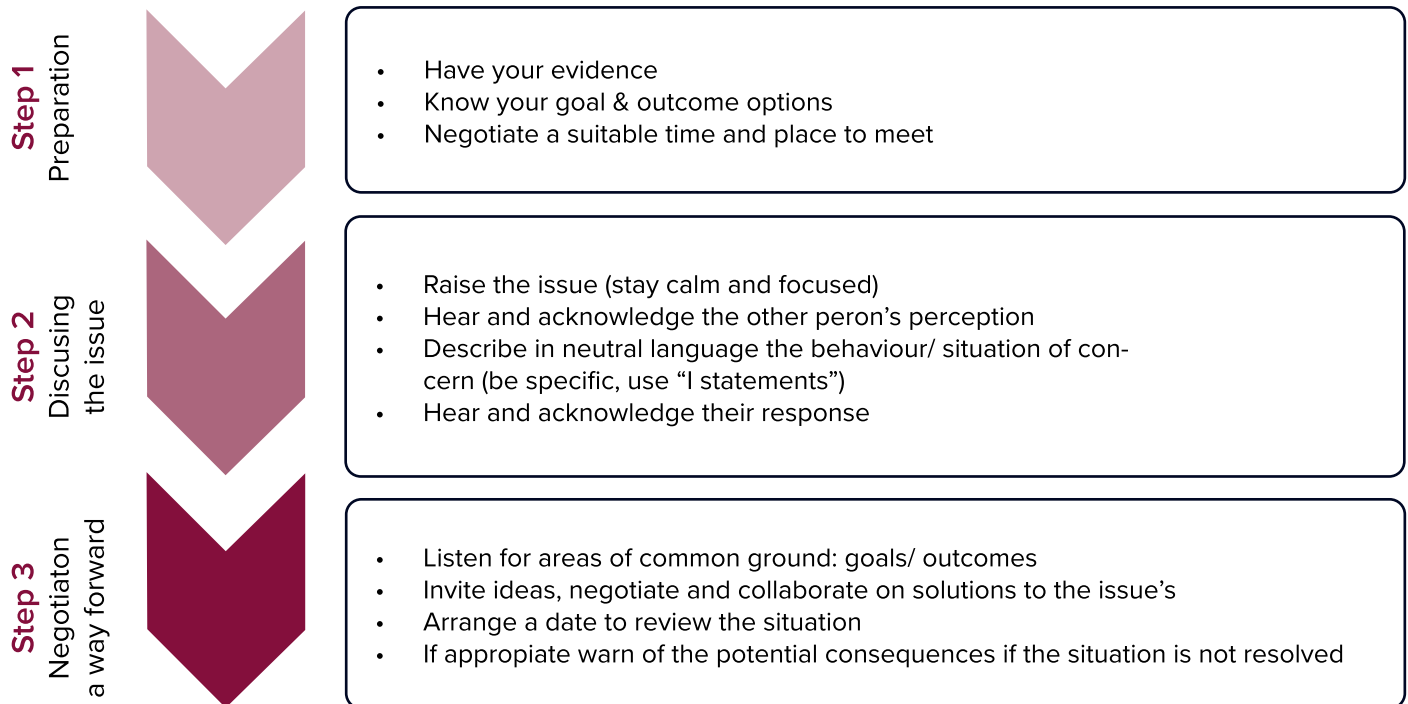
• Clarify

Use reflection and open focussed questions to clarify anything vague or not understood, e.g. "when you say..... What do you mean.....?"

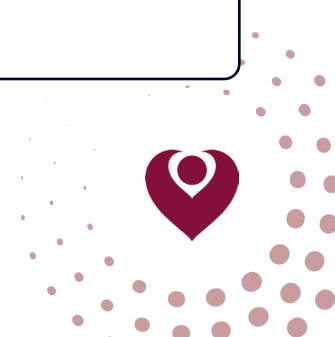
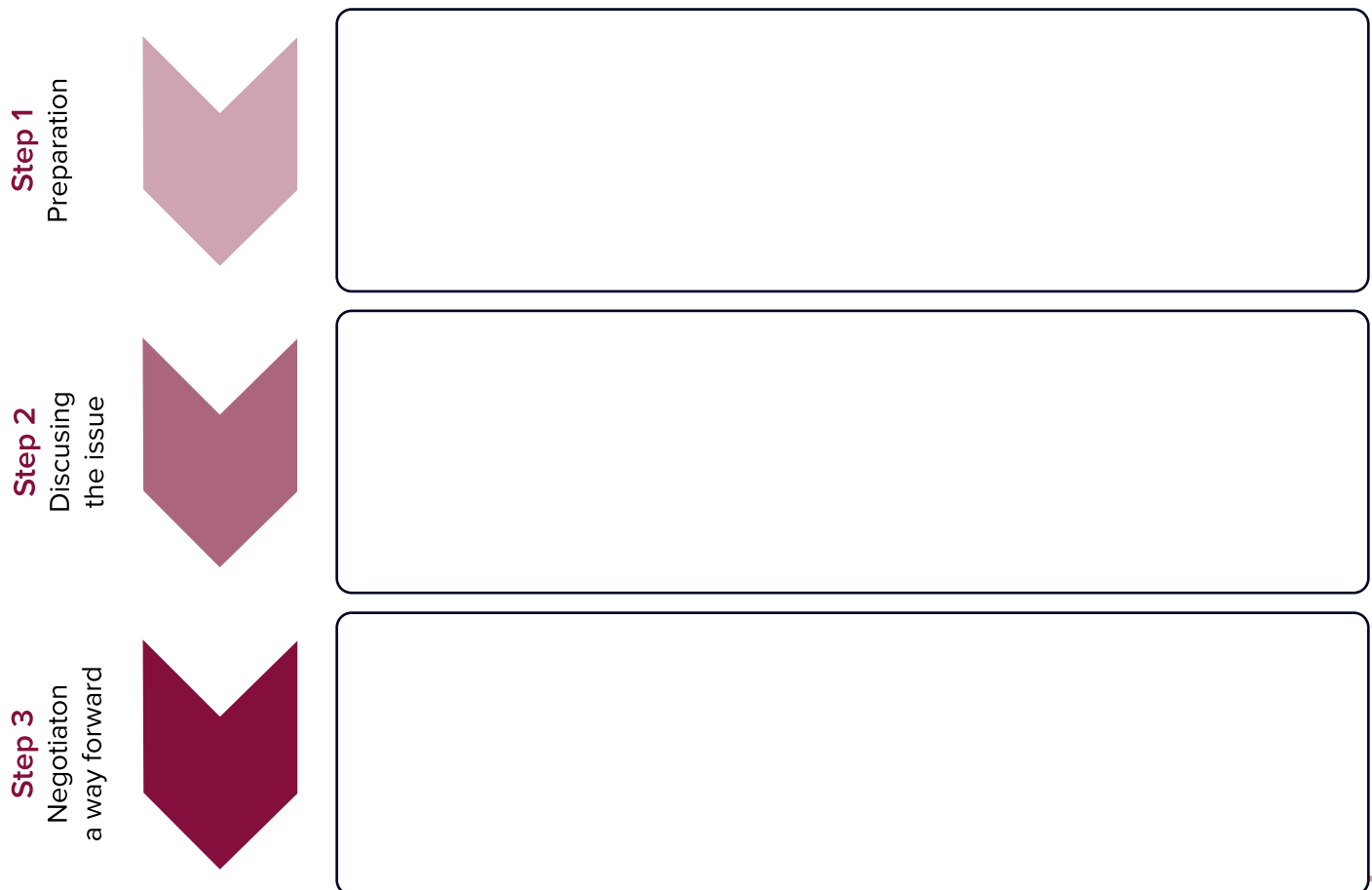


Raising Issues and Concerns

3 Step Strategy:



Template for practice session:





Day 1 & 2

Resources & References

Day 1: References & Further Reading

General Leadership and Management and Management

Stephen R Covey: American educator, author, businessman and speaker 'The 7 Habits of Highly Effective People' – very widely quoted book – Differences between Management and Leadership.

Harvard Business Review: can access some articles via LinkedIn (American but relevant in terms of management and leadership articles).

The Open University, Open Learn: some free to access courses and resources such as 'An introduction to public leadership'. <https://www.open.edu/openlearn/money-business/an-introduction-public-leadership?active-tab=description-tab>

Critical Thinking

Tom Chatfield: British author, broadcaster, and tech philosopher, written widely about topics such as critical thinking – useful book 'Critical Thinking: Your Guide to Effective Argument, Successful Analysis and Independent Study' also find him presenting on YouTube.

Team Dynamics

Michael West: Professor of Work and Organisational Psychology at Lancaster University, Visiting Professor at University College, Dublin, and Emeritus Professor at Aston University. Visiting fellow at The Kings Fund. He has authored, edited and co-edited 20 books and has published more than 200 articles on teamwork, leadership and culture, particularly in healthcare. Writes widely about Compassionate Leadership and Effective Teamwork.

Time Management, Prioritisation, Delegation

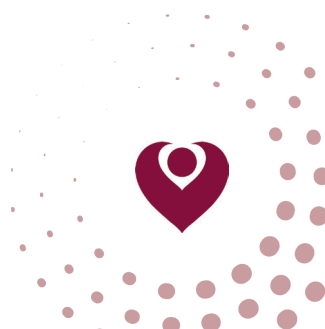
John Rampton: American Entrepreneur and Connector. Authored many books, blogs and is a motivational speaker. A useful blog available online: 'Smart Delegation: How AI Helps You Work Less and Achieve More'.

Intra- and inter- personal intelligence

Michael C Ashton: Professor of Psychology, Brock University, St. Catharines, Ontario, Canada, authored many books about personality. He explains Gardner's theory (1983) Intra and Inter - personal intelligence: in his book 'Individual Differences and Personality' (2023) which also provides a comprehensive overview of research regarding what personality is and how and why it differs between people.

Emotional intelligence

Daniel Goleman: an American psychologist, author, and science journalist. For twelve years, he wrote for The New York Times, reporting on the brain and behavioural sciences. His book, 'Emotional Intelligence: Why It Can Matter More Than IQ' (1995), remains a seminal work and was on The New York Times Best Seller list for a year and a half, a bestseller in many countries, and is in print worldwide in 40 languages.



MBTI

MBTI® (Myers-Briggs Type Indicator): The official publisher and provider is The Myers-Briggs Company. They also offer MBTI certification and training programs. It is a personality assessment tool developed by Isabel Myers and Katharine Briggs, based on the psychological theories of Carl Jung. It assesses individuals based on four personality dimensions (Extraversion/Introversion, Sensing/Intuition, Thinking/Feeling, Judging/Perceiving), resulting in a four-letter code representing a unique personality type. <https://eu.themyersbriggs.com/en>

<https://www.16personalities.com/> NOTE: this isn't Myers Briggs per se but can give an idea of your personality preferences and is free to access unlike the official MBTI for which there is a fee and feedback can only be provided by a certified MBTI practitioner.

Insights Discovery

The Insights Discovery Model: a psychometric tool that helps individuals and teams understand their personality preferences, communication styles, and behaviours using a four-color model. Based on the work of Carl Jung, it provides insights into how people interact, both with themselves and others, promoting better communication and collaboration. <https://www.insights.com/products/insights-discovery/>

Energy Investment Model

John Edmonstone: developed the "Energy Investment Model" with the four categories (Cynics, Players, Victims, Spectators) in 2003. He presented it in his paper "Learning and development in action learning: the energy investment model". The model is also linked to the work of Donald Tosti and Fred Nickols, who have further explored and applied the model.

Influencing

Dale Carnegie: 'How to Win Friends and influence people' (2006)

Stephen Covey writes about the 'circle of concern and circle of influence' in his book 'The 7 Habits of Highly Effective People' (1999)



Day 1: The 16 MBTI Types





The 16 MBTI® Types			
ISTJ	Quiet, serious, earn success by thoroughness and dependability. Practical, matter of fact, realistic, and responsible. Decide logically what should be done and work toward it steadily, regardless of distractions. Take pleasure in making everything orderly and organized - their work, their home, their life. Value traditions and loyalty.	ISFJ	Quiet, friendly, responsible, and conscientious. Committed and steady in meeting their obligations. Thorough, painstaking, and accurate. Loyal, considerate, notice and remember specifics about people who are important to them, concerned with how others feel. Strive to create an orderly and harmonious environment at work and at home.
ISTP	Tolerant and flexible, quiet observers until a problem appears, then act quickly to find workable solutions. Analyse what makes things work and readily get through large amounts of data to isolate the core of practical problems. Interested in cause and effect, organize facts using logical principles, value efficiency.	ISFP	Quiet, friendly, sensitive, and kind. Enjoy the present moment, what's going on around them. Like to have their own space and to work within their own time frame. Loyal and committed to their values and to people who are important to them. Dislike disagreements and conflicts, do not force their opinions or values on others.
ESTP	Flexible and tolerant, they take a pragmatic approach focused on immediate results. Theories and conceptual explanations bore them - they want to act energetically to solve the problem. Focus on the here-and-now, spontaneous, enjoy each moment that they can be active with others. Enjoy material comforts and style. Learn best through doing.	ESFP	Outgoing, friendly, and accepting. Exuberant lovers of life, people, and material comforts. Enjoy working with others to make things happen. Bring common sense and a realistic approach to their work and make work fun. Flexible and spontaneous, adapt readily to new people and environments. Learn best by trying a new skill with other people.
ESTJ	Practical, realistic, matter of fact. Decisive, quickly move to implement decisions. Organize projects and people to get things done, focus on getting results in the most efficient way possible. Take care of routine details. Have a clear set of logical standards, systematically follow them and want others to also. Forceful in implementing their plans.	ESFJ	Warm-hearted, conscientious, and cooperative. Want harmony in their environment, work with determination to establish it. Like to work with others to complete tasks accurately and on time. Loyal, follow through even in small matters. Notice what others need in their day-by-day lives and try to provide it. Want to be appreciated for who they are and for what they contribute.
INFJ	Seek meaning and connection in ideas, relationships, and material possessions. Want to understand what motivates people and are insightful about others. Conscientious and committed to their firm values. Develop a clear vision about how best to serve the common good. Organized and decisive in implementing their vision.	INFP	Idealistic, loyal to their values and to people who are important to them. Want an external life that is congruent with their values. Curious, quick to see possibilities, can be catalysts for implementing ideas. Seek to understand people and to help them fulfil their potential. Adaptable, flexible, and accepting unless a value is threatened.
INTJ	Have original minds and great drive for implementing their ideas and achieving their goals. Quickly see patterns in external events and develop long-range explanatory perspectives. When committed, organize a job and carry it through. Sceptical and independent, have high standards of competence and performance - for themselves and others	INTP	Seek to develop logical explanations for everything that interests them. Theoretical and abstract, interested more in ideas than in social interaction. Quiet, contained, flexible, and adaptable. Have unusual ability to focus in depth to solve problems in their area of interest. Sceptical, sometimes critical, always analytical.
ENTP	Quick, ingenious, stimulating, alert, and outspoken. Resourceful in solving new and challenging problems. Adept at generating conceptual possibilities and then analysing them strategically. Good at reading other people. Bored by routine, will seldom do the same thing the same way, apt to turn to one new interest after another.	ENFP	Warmly enthusiastic and imaginative. See life as full of possibilities. Make connections between events and information very quickly, and confidently proceed based on the patterns they see. Want a lot of affirmation from others, and readily give appreciation and support. Spontaneous and flexible, often rely on their ability to improvise and their verbal fluency.
ENTJ	Frank, decisive, assume leadership readily. Quickly see illogical and inefficient procedures and policies, develop and implement comprehensive systems to solve organizational problems. Enjoy long-term planning and goal setting. Usually well informed, well read, enjoy expanding their knowledge and passing it on to others. Forceful in presenting their ideas.	ENFJ	Warm, empathetic, responsive, and responsible. Highly attuned to the emotions, needs, and motivations of others. Find potential in everyone, want to help others fulfil their potential. May act as catalysts for individual and group growth. Loyal, responsive to praise and criticism. Sociable, facilitate others in a group, and provide inspiring leadership.

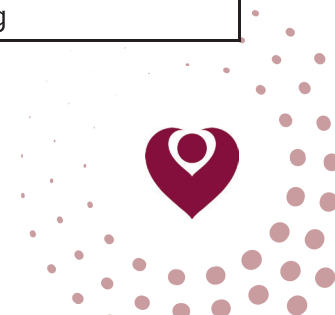
Day 1: Personality Type Colour Groups

VERBAL CLUES

<p>BLUE ‘ONE’ </p> <ul style="list-style-type: none"> • Slow with pauses • Monotone • Quiet • Deliberate • Asking for evidence • Thinks before answering • Diplomatic • Talk Tasks • Formal • Listens 	<p>RED ‘I’ </p> <ul style="list-style-type: none"> • Quick pace • Economic with words • Staccato • Task/tell • Harsh and abrasive • Responds quickly • Formal • Loud
<p>GREEN ‘WE’ </p> <ul style="list-style-type: none"> • Soft tone • Slower pace • People talk • Soothing • Diplomatic • Emotive • Belief statements 	<p>YELLOW ‘ME’ </p> <ul style="list-style-type: none"> • Fast pace • Interrupts • Energetic • People talk • Descriptive • Variable tone • Animated • Laughing





NON-VERBAL CLUES

<p>BLUE </p> <ul style="list-style-type: none"> • Saab/Volvo • Grey/black suit • Conservative dress • No loud ties • Little facial expression • Little body movement/self-contained • Polished shoes • Behind the desk • More formal • Less eye contact • Brief handshake 	<p>RED </p> <ul style="list-style-type: none"> • Merc/Jag/BMW • Bow tie • Business-like dress • Upright • Quick pace • Flash watch • Sparse clean office • Behind the desk • No physical contact • Direct eye contact • Firm handshake
<p>GREEN </p> <ul style="list-style-type: none"> • Citroen/people carrier • Sports jacket • Comfy shoes/sandals • Tactile greeting • Warm facial expressions • Warm handshake • Relaxed posture and open gestures • No desk 	<p>YELLOW </p> <ul style="list-style-type: none"> • MG/Golf • Loud clothes • Designer label • Confident posture • Bag not briefcase • Friendly open expressions • Firm handshake • Eye contact but not scanning







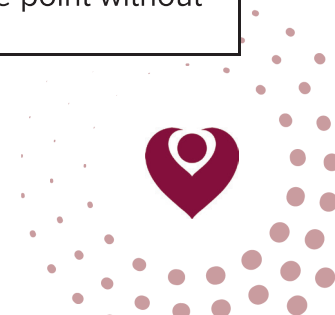
Day 1: Personality Type Colour Groups

ENVIRONMENTAL CLUES

<p>BLUE </p> <ul style="list-style-type: none"> • Collar and tie • Tidy organised desk • Interested in clinical papers/theory • Lots of text books • Computer-literate • Enjoys educational meetings 	<p>RED </p> <ul style="list-style-type: none"> • Sparse office (could be anyone's) • Computerised • Time-saving devices • Clocks • Receptionist • Tidy desk • Executive toys • Often in meetings
<p>GREEN </p> <ul style="list-style-type: none"> • Family photos • Comfortable office • Plants • Personal items on show • Running late • Patient focused • Coffee mugs 	<p>YELLOW </p> <ul style="list-style-type: none"> • Messy desk • Group photos bright décor • Flamboyant dress • Unstructured • People coming in and out • Usually not in own office

INTERACTIONS

<p>BLUE </p> <ul style="list-style-type: none"> • Will discuss facts, speak quietly • Deliberate • Lots of questions, uses technical language • Deal with them by: • Being structured in the decision • Presenting data • Mirror voice, tone and volume 	<p>RED </p> <ul style="list-style-type: none"> • Loud, uses 'I' a lot when speaking • Can be abrupt in their speech and dominate the conversation • Arrogant and dismissive • Deal with them by: • Being precise, no waffling • Be factual • Be assertive
<p>GREEN </p> <ul style="list-style-type: none"> • Use 'we' a lot in conversation • Will want to discuss your well-being too • Hot on work-life balance • Warm and non-directive • Deal with them by: • Being informal • Building rapport and putting people issues first • Do not be threatening 	<p>YELLOW </p> <ul style="list-style-type: none"> • 'Me, me, me, me, me, me' • Will speak quickly and deal with social aspects first • Will interrupt and flit from subject to subject • Can be distracting • Deal with them by: • Boost their ego • Speak about social things • Try to get conversation to the point without stemming their flow



Day 1: Personality Type Colour Groups

The DOs and DON'Ts of communicating with colour groups.



RED

DOs	DON'Ts
<ul style="list-style-type: none"> • Give it to me straight – and quickly • Flatter my self-image – lovely car! • Give me the bottom line • Say what's in it for me • Discuss audits/projects/time & money-savers • Let me have the most recent information • Ask for my opinion • Let me know how clever I am • Close early • Emphasise relevant positive benefits • Tell me what I am going to achieve • Be strong and confident 	<ul style="list-style-type: none"> • Waste time • Patronise • Talk individuals/feelings/emotions • Tell me • Oversell • Bore me • Run down other initiatives • Be too 'fluffy' • Over-use adjectives • Be too timid • Procrastinate • Tell me what to do



BLUE

DOs	DON'Ts
<ul style="list-style-type: none"> • Be precise with information • Be well-informed • Be prepared and have a clear objective • Structure discussions and stay focussed • Challenge intellectually • Concentrate on facts and figures • Speak in a measured tone (pace/volume) • Give me time to think and process information • Ask for and value my opinion • Know your stuff • Follow up on information • Be accurate 	<ul style="list-style-type: none"> • Waste time • Appear disorganised • Try and wing it • Try to persuade using emotive language • Challenge me personally • Be loud or touchy-feely • Invade my personal space • Rush answers or force quick decisions • Be late • Promise what you can't deliver • Waffle • Say things that later prove to be wrong



Day 1: Personality Type Colour Groups

The DOs and DON'Ts of communicating with colour groups.



YELLOW

DOs	DON'Ts
<ul style="list-style-type: none"> • Set out your aim at the start • Be interested in ME • Have a sense of humour • Be animated • Give 'chunks' of information • Keep good eye contact • Keep on track • Make me feel important • Ask for commitments • Relationship-build/socialise • Listen • Ask for my opinion 	<ul style="list-style-type: none"> • Just discuss facts • Speak in a monotone • Speak slowly • Bore me • Become aggressive • Bog me down in detail • Have no time for small-talk • Appear impersonal



GREEN

DOs	DON'Ts
<ul style="list-style-type: none"> • Discuss benefits to people • Talk about people aspects • Ask open questions • Take time to talk • Have a relaxed/open posture • Discover what's important to me (e.g. family) • Make small-talk • Build rapport • Respect my opinion • Say thank you • Follow through with what you say you will do • Keep in regular contact 	<ul style="list-style-type: none"> • Be overpowering • Rush me into a decision • Be abrupt • Be impersonal • Be uncaring • Be judgemental • Take advantage of my good nature • Let me down • Be impatient • Assume that because I'm quieter I am less important



Day 2: References & Further Reading

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Thank you

For more information, or any further guidance about this programme,
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