



## Executive Summary

A three-month programme of support, for senior leaders to review the current effectiveness of meetings, governance and decision-making within the service. The executive team sponsored the support.

Andrea Goodridge facilitated the programme of support.



## Challenges

The service was experiencing low levels of engagement, which was impacting on the decision-making framework, leadership behaviours, and the planned service changes.

Their objectives were to:

- Select interventions to enhance the effectiveness of the service
- Encourage challenge and support
- Aid leaders to practise listening and questioning skills
- Bond the team and start to build trust
- Provide opportunities to share ideas
- Deliver a revised decision-making framework



## How the action learning helped

The action learning sets focused on reviewing the decision-making structure and implementing a new way of working. They created space for the team to focus on solving a live issue in a confidential and supportive environment, by trying out different approaches.

Senior leaders were actively involved in the discussions, sharing their individual challenges, and experiences. The sessions enabled the team to bond as a team and begin to feel more 'comfortable' sharing their thoughts.

The relationship between the facilitator and the senior leaders was built on building rapport, supporting and challenging thinking and behaviours, and demonstrating leadership behaviours; i.e. role modelling the agreed behaviours.

Together the team resolved a common challenge, and in the process built self-confidence and trust within the team.



## Results

- Increased levels of support and engagement
- Increased levels of respect, trust and openness in discussions
- Greater confidence in professionally challenging team members and responding to the challenge
- Produced tangible outcomes in the form of new ways of working
- Presented outputs to the executive team for professional debate and agreement
- Implemented new meetings and decision-making framework within the service



## Quote

*"This was a great opportunity for the leaders to collectively influence and shape the meetings and decision-making framework within the service. We now have open conversations with the team and are more supportive with the giving and receiving of feedback. This process has also encouraged us to take personal responsibility for our own learning and contribution to the future of the service."*