

Senior Team - Professional Development Day (29th April)

1	High levels of trust and empowerment within the team	<ul style="list-style-type: none"> • Individuals are self-assured, deliver with confidence and work with others in a seamless way • They work proactively and seize opportunities to do what they think is right
2	Individuals feel they are contributing to something worthwhile and important	<ul style="list-style-type: none"> • Individuals define themselves through the team's success • They feel personally responsible for delivery • They act with pride and deliver to the highest standards
3	There is open and transparent communication between team members and everyone feels fully informed and engaged	<ul style="list-style-type: none"> • Individuals communicate more clearly with each other • They tackle the tough issues • They build more effective networks to share and disseminate ideas • They see the big picture
4	There is an emphasis on risk taking within the team, underpinned by a commitment to learning	<ul style="list-style-type: none"> • Individuals manage their anxiety to deliver new approaches and change • Individuals engage in regular reflection to improve what they do
5	Improvement and innovation activities are valued within the team and are the responsibility of all staff	<ul style="list-style-type: none"> • Individuals choose to act in ways that attract value and prestige • They develop habits and behaviours focused upon continuous improvement
6	Individuals are encouraged to deliver to the best of their abilities at all times by maximising their potential	<ul style="list-style-type: none"> • Individuals develop coaching relationships with their colleagues • Peer review becomes a key stepping stone to improvement • They act on their strengths and not their weaknesses
7	Individuals feel personally accountable for the delivery of results and achievement of performance measures and targets	<ul style="list-style-type: none"> • Individuals self-monitor and self-appraise their performance regularly • They deliver more effectively against their personal targets

(The above framework is based on the work of Margaret Wheatley and Edgar Schein)

Questions for Personal Reflection

- What do you believe are the priorities and purpose of the senior team?
- As a member of the Senior Team, what are your highest priorities?
- In what ways are these aligned, or different, to the senior team priorities?
- What makes you happiest at work?
- What makes you unhappy at work?
- What do you want the senior team to look, sound or feel like?
- What makes you feel most comfortable when at work?
- What makes you feel most uncomfortable when at work?
- What is it that motivates you to come to work?
- What are you doing when you do your best at work?

Involving the team

Within the Senior Team, how do you recognise and actively appreciate each person's unique perspectives and experience?

In what ways do you listen attentively to Senior Team members and value their suggestions?

How do you ask for contributions from the Senior Team to gain engagement and commitment?

Fostering creative participation

In what ways do you ask for feedback from the Senior Team on things that are working well and things that could change or be improved?

As a Senior Team, how do you shape future plans together?

How do you encourage the Senior Team to identify problems and solve them?

Co-operating to raise the game

How do you enable the Senior Team to feed off each other's ideas, even if there is a risk the ideas might not work?

When resources are stretched, what do you do to encourage the Senior Team to get to know each other's pressures and priorities so that they can co-operate to provide a seamless service?

In what ways do you offer support and resources to the Senior Team, as well as other teams in the organisation?

Stretching the team for excellence and innovation

What evidence would you provide to suggest that you stretch the Senior Team so that they deliver a fully 'joined-up' service, and give the best value they can?

In what ways do you support other leaders to build success within, and beyond, the Senior Team?

What do you believe is the common purpose that unites the Senior Team and enables you to work seamlessly together to deliver effective services?

How do you actively encourage the Senior Team to deliver on the shared purpose?
