

## About this document

This document is designed to take you through a practice-based scenario to help you reflect on what you might do if faced with a similar situation. It can be used to guide your thoughts and prompt discussion with your colleagues. Working through this document counts towards your continuing professional development (CPD). Your reflections on this document are not assessed and you do not have to send your responses to the RCSLT.

You can work through it on your own, with a colleague or supervisor, or in groups, e.g. as part of an RCSLT Hub or Clinical Excellence Network.



**Please note that the guidance given in this document is not exhaustive and does not constitute legal advice.**

## Scenario



**You have an idea which requires a change to service delivery and will improve service user care, but it will have an impact on the SLT team and wider MDT. You are aware that the SLT manager and MDT do not support changing the pathway.**

**How would you approach the conversation so the manager and MDT stay on side?**

## Issues to consider and next steps...

Think about the scenario and its implications. Jot down your initial thoughts about issues you may need to consider. If you are in a group, you may like to record on a whiteboard or flipchart.



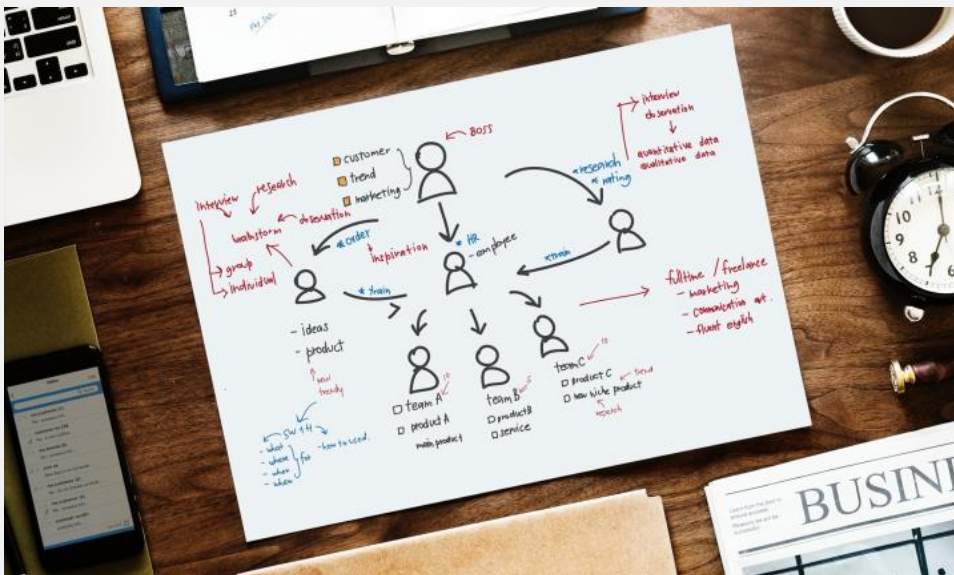
What steps do you think you need to take next?

## Prompts for consideration

- **Planning your approach:**
  - What has been tried before, and how successful was it?
  - What are the benefits?
  - What are the risks?
  - Who will benefit?
  - How will this change fit in with the service plans now, and in the future?
  - Who are the key stakeholders?
  - What evidence base do you have?
- Consider your communication style and how you will need to present the case for change to meet the varied needs of the audience.
- What data do you need to collect in advance?
- Do you have evidence around what's working now, and what current risks are?
- What factors could make this project fail? How can you mitigate against this?
- Are there any exemplar sites you could visit and learn from?
- What internal/external factors are influencing the SLT and MDT? How will this initiative support the wider team?
- How can inquiry, coaching and powerful questions add some supportive challenge in your system to start debate around change?

## Prompts for consideration

- What opportunities are there for presenting new ideas and how might you approach this?
- What evidence is there (research or implementation elsewhere) to support an argument for change?
- What motivates your stakeholders, and how does your idea appeal to them?
- How could your behaviour influence the teams?
- How can you sustain a non-threatening style even when met with resistance?
- What connections and relationships do you have with the key stakeholders and wider networks?
- Consider any small-scale changes you can make to prove the concept of your idea.
- Change can take time. What do you need to sustain your tenacity and resilience?



## Possible next steps



1. Explore your agency and power as a change agent in the team and across the pathway.
2. Review your knowledge and skills around project management.
3. Prepare for conflict and sabotage.
4. Explore coaching and mentoring to build your resilience and prevent regression into being a victim.
5. Explore how your leadership skills and problem solving can influence change.
6. Ask for 360° feedback to learn about how your behaviour and impact are received by others. How does this inform your development to inspire and influence change?
7. Explore small-scale change using a PDSA methodology to test out ideas and generate buy-in and confidence.

## Key concepts

Project management	' <a href="#">10 Ways to influence without authority</a> ' – Clayton, ProjectManager.com
Communication	' <a href="#">Appreciative inquiry</a> ' resource pack – NHS Scotland ' <a href="#">How to ask powerful questions</a> ' – Inam, 2013 Video – ' <a href="#">How great leaders inspire action</a> ' – Sinek
Relationship building	' <a href="#">How to bare your neck like a leader</a> ' – Rockwell, 2018 Video: ' <a href="#">Emotional and social intelligence in leadership</a> ' – Key Step Media, 2016
Networks	Video – ' <a href="#">Systems leadership</a> ' – Rogers, 2017 ' <a href="#">The 11 laws of systems thinking</a> ' – Billingham ' <a href="#">The power of one, the power of many</a> ' – NHS Improvement
Agency	' <a href="#">Change starts with me</a> ' – NHS Horizons ' <a href="#">The power to make a difference</a> ' – NHS Horizons 'Presenting yourself with impact at work' – Graves, 2010*

\*there may be a cost associated with this resource, either because it is a book or because an account is required to access it.

## Sources of further information

Here are some links to further information:

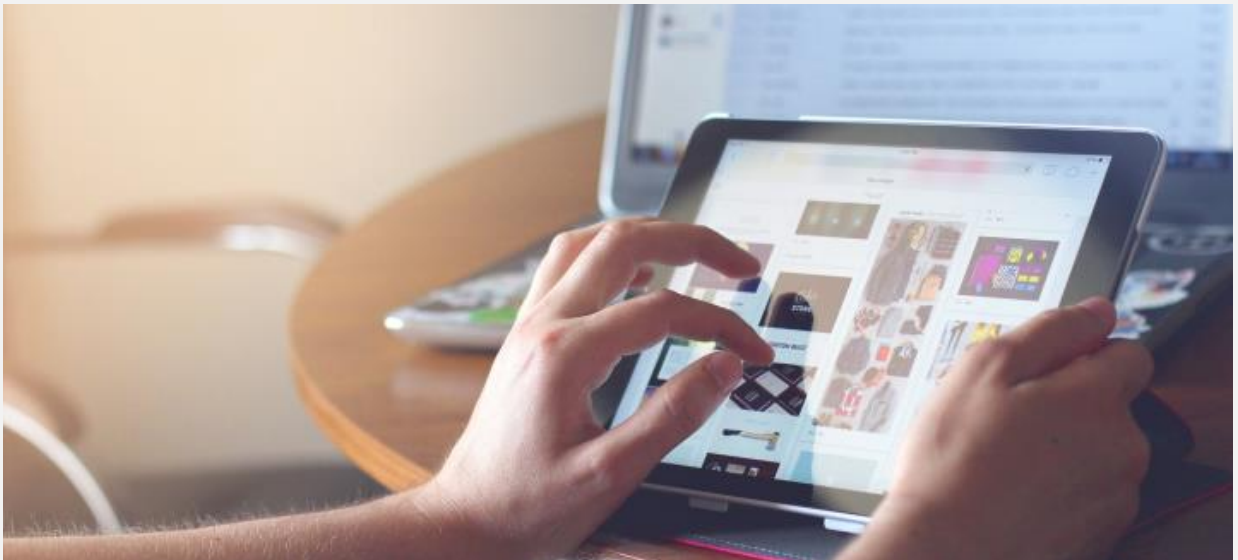
- [‘Exerting influence without authority’](#) – Keller Johnson, 2008
- [‘How to collaborate when you don’t have consensus’](#) – Kahane, 2018
- [‘7 ways to make decisions others support’](#) – Rockwell, 2016
- [‘9 strategies for influencing others’](#) – Fenstermaker, 2010
- [‘8 ways to influence without authority’](#) – Coaching for Leaders
- [‘Influence without authority’](#) – Ames, 2012
- Video - [‘How to avoid death by PowerPoint’](#) – Phillips, 2014
- Video – [‘Speaking with confidence’](#) – Goyder, 2014
- [‘Stakeholder analysis toolkit’](#) – Manchester Metropolitan University
- Video – [‘Force field analysis’](#) – MindTools\*
- Video – [‘Stakeholder analysis’](#) – MindTools\*
- Video – [‘How to get project stakeholders on your side’](#) – ProjectManagement Videos
- Video – [‘Dealing with difficult stakeholders’](#) - ProjectManagement Videos
- [‘Personal resilience’](#) – NHS Education
- Book – [‘NLP and coaching for healthcare professionals’](#) – S Henwood and J Lister

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## Sources of further information

- Video: [Victim Empowerment](#) (Stages of development of self) – Bradbury, 2015
- Video: [‘How to build and rebuild trust’](#) - Frances Frei
- [‘Conflict resolution’](#) – NHS Scotland
- [‘To recover from failure, try some self-compassion’](#) – Germer, 2017
- [‘Self-compassion’](#) – NewLeaf Wellness Centre
- [‘The power to make a positive difference’](#) – NHS Horizons
- Video - [‘Dare to disagree’](#) – Heffernan, 2012



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## Update your CPD diary

Think about what this scenario has made you consider, reflect on or decide to do differently. Do a piece of reflective writing to cover what you've learned from this experience!

Having had a look at some of the linked resources, have any of your earlier responses changed? How will you incorporate this new knowledge?

