

Jaquie Maguire Leaders' health & safety webinar, part 2



What's the difference between leadership and management?

Management is primarily concerned with maintaining the day-to-day operations of an organization. It involves planning, organizing, directing, and controlling resources (including people, finances, and materials) to achieve specific goals and objectives. Managers are responsible for executing plans, monitoring progress, and ensuring that everyone follows the rules and procedures of the organisation.

Leadership, on the other hand, is focused on inspiring and guiding people towards a common vision or goal. It involves setting a direction for the organization, creating a shared sense of purpose, and motivating people to work towards that vision. Leaders are responsible for creating a positive organizational culture, building strong relationships with their followers, and developing the skills and talents of their team members.

What is a leadership ethos?

Leadership ethos refers to the set of guiding principles and values that a leader follows in their role. It is the foundation of a leader's decision-making process and shapes their approach to leading and managing their team. It is helpful for a leader to define their ethos and to clearly communicate this with their team. This sets expectations on what a team can expect from their leader, both from a task and interpersonal perspective.

Leaders also demonstrate leadership ethos by leading by example. This means modelling the behaviour they expect from their team members and demonstrating their commitment to the team's goals and values. For example, a leader who values honesty and transparency might make sure to always communicate openly and honestly with their team, even when it's difficult

How can you develop your leadership ethos?

Developing a leadership ethos is an ongoing process that involves self-reflection, feedback from others, and intentional action. Here are some steps that leaders can take to work out their leadership ethos through planned activities:

1. Define your values: The first step in developing your leadership ethos is to define your values. What principles do you hold most dear? What motivates you to lead? Spend some time reflecting on these questions and write down a list of your core values.
2. Seek feedback: Ask for feedback from those you lead, your peers, and your superiors. Seek out constructive criticism and honest assessments of your leadership

style. This feedback can help you identify your strengths and weaknesses and give you a clearer picture of how you are perceived as a leader.

3. Conduct a self-assessment: Conduct a self-assessment of your leadership style. Identify your strengths and weaknesses and how they align with your values. This can help you understand what areas you need to work on to align your actions with your values.
4. Create a leadership plan: Create a plan that outlines how you will live out your values as a leader. This plan should include specific actions you will take to lead with integrity, inspire trust, and develop your team.
5. Communicate your ethos: Communicate your leadership ethos to those you lead. Be clear about your values and how they guide your decision-making. Encourage others to share their values and how they align with yours.
6. Evaluate and adjust: Evaluate your progress regularly and adjust your plan as needed. Seek feedback from others and make changes to your leadership approach as you continue to grow and develop.

By following these steps, leaders can work out their leadership ethos through intentional action and planned activities. Remember, developing a leadership ethos is an ongoing process that requires continuous self-reflection and a commitment to personal growth.

Leadership and overwhelm

The last 3 years have been difficult, and it is common for leaders to feel overwhelmed. Leaders regularly put the needs of their staff and business ahead of their own, which can feel like the right action at the time however can lead to long term negative impacts for the leader and their team.

For the leader, continuous overwhelm can lead to burnout, decreased job satisfaction, and negative impacts on their physical and mental health. For their team, it can lead to increased stress, reduced morale, and decreased job satisfaction. Additionally, an overwhelmed leader may struggle to provide effective leadership, which can impact the success and productivity of the team as a whole.

It is important for leaders to recognise when they are feeling overwhelmed so they can implement actions to reduce their overwhelm and increase their wellbeing.

In the moment:

FACE strategy by Dr. Russ Harris

1. Psychological tools to wellbeing during isolation
 - **F: Focus on what you can control**
 - Public health guidelines, physical distancing, being informed not consumed, connecting with others, Planning : setting up work/home zones etc
 - Behaviour easy to focus on more than thoughts and feelings
 - Use drop anchor metaphor
 - **A: Acknowledge your thoughts and feelings**

- Be a curious scientist
- Pay attention to thoughts and feelings
- Accurately label (use emoji chart)
- **C: Come into your body**
 - Push feet into the floor
 - Sit up straight, lengthen your spine
 - Press fingertips together
 - Stretch arms or neck
 - Hand on the table
 - Diaphragmatic breathing
- **E: Engage in what you are doing**
 - 5 things you can see
 - What can you smell in your nose or taste?

Long term strategies to manage overwhelm

- Stay realistically optimistic (realistic optimism is a mindset, characterised by viewing challenges through the 3Ps lens: personal, pervasiveness, permanence. A realistic optimism can view a challenge as short term, external to themselves and specific.
- Do the health basics
- Have Routines in place
- Take recovery through the day. We need to oscillate between performance and recovery to stay effective and reduce the risk of fatigue.
- Get support. Professional supervision is very helpful for leaders.

What do teams need during crisis?

- For their leader to always be human first. Remember to connect with people, and try to remember their circumstances.
- To be communicated with clearly, transparently and frequently
- To be 'psychologically' held. Psychological holding, also known as emotional holding, refers to the ability of a leader to create a safe and supportive environment for their employees to express and process their emotions. In the context of business, psychological holding can help employees feel valued and supported, which can lead to increased motivation, productivity, and job satisfaction.

Leaders who practice psychological holding often have the following characteristics:

- Empathy: They are able to understand and connect with their employees' emotions, and are able to respond in a compassionate and supportive way.
- Active listening: They are attentive to their employees' needs and concerns, and take the time to listen and understand what they are saying.
- Non-judgmental attitude: They create a safe space where employees feel free to express themselves without fear of judgment or reprisal.
- Trustworthiness: They are seen as trustworthy and reliable, which helps employees feel more comfortable opening up to them.
- Emotional regulation: They are able to manage their own emotions in a healthy way, which can serve as a positive role model for their employees.

- A leader who role models calm and emotion regulation
- A leader who demonstrates understanding and an ability to flex
- Psychological safety in their teams – which refers to a culture where people feel able to speak up without worrying they'll be shamed or punished.

How do leaders respond, plan, and act to best support their people during this time?

- Safety always comes first
- Check ins with everyone. Who has capacity to be working? If home is disrupted have to recognise limited ability or low ability to work
- Assess the impact on the business. Ask for expert advice if unsure. Need to try and hold short and long term view
- What will this mean for staff, leaders and business productivity
- Prioritise time, energy and resource
- Be transparent with your communication
- Hold the hope

How leaders can best care for others when they are individually struggling?

Ultimately, by prioritizing self-care, communicating openly, delegating responsibilities, fostering a supportive work environment, and leading by example, leaders can best care for others while they are individually struggling. This requires self-awareness and self-compassion. No one, including leaders, is invincible. We have to look after ourselves so we have capacity to care and guide others.