

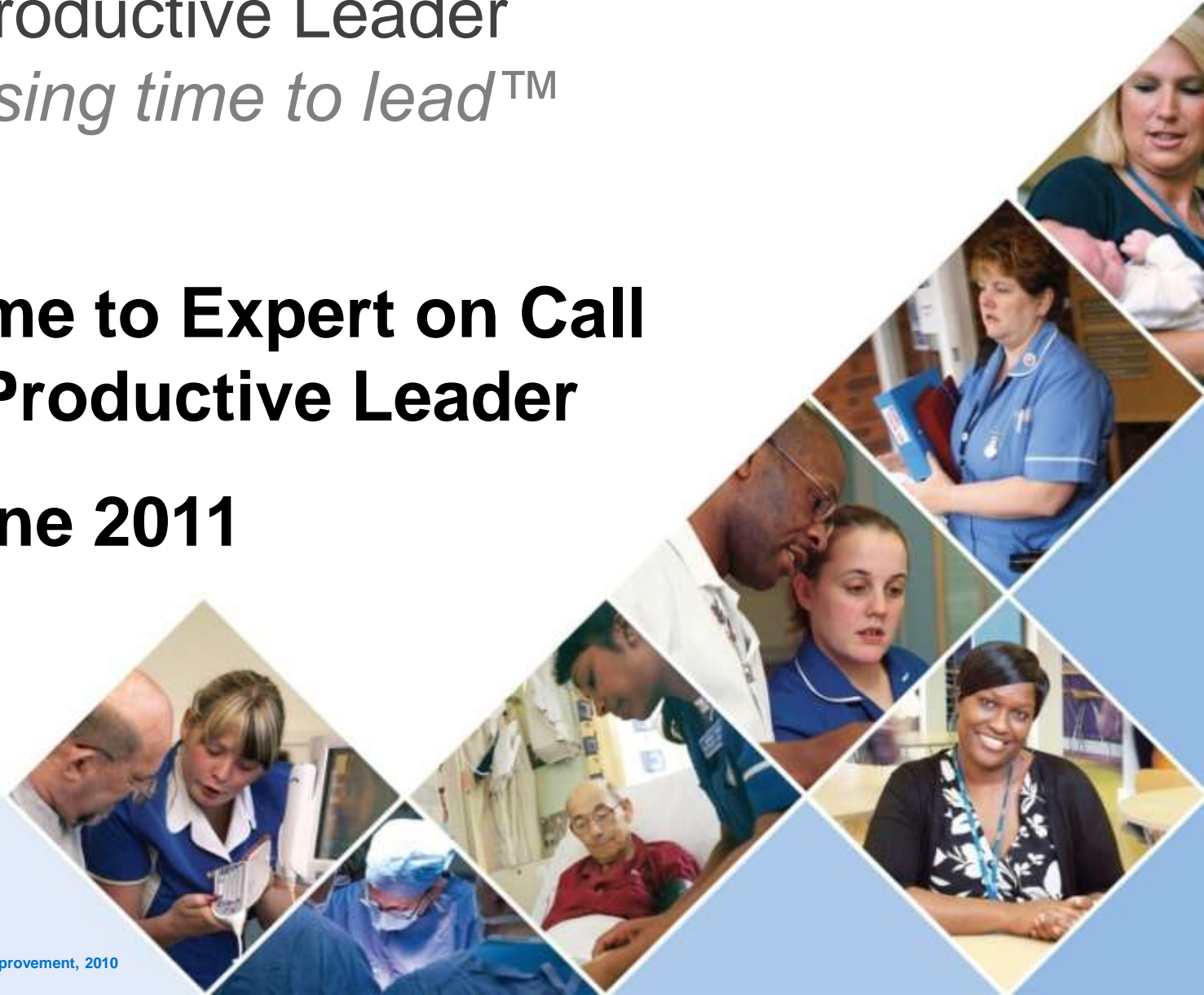
The Productive Leader

Releasing time to lead™

Welcome to Expert on Call

The Productive Leader

16th June 2011



Objectives of today's WebEx

- To introduce you to the Productive Leader – or to refresh your programme knowledge
- To look at different approaches for delivering and adapting the programme
- To work with content and materials from three key modules from the programme
- To take away effective tools and practices for improvement efficiency
- To share some feedback from our sites

The Productive Ward

Releasing time to care™



The Productive Mental Health Ward

Releasing time to care™



The Productive Community Hospital

Releasing time to care™



The Productive Leader

Releasing time to lead™



The Productive Operating Theatre

Building teams for safer care™



Productive Community Services

Releasing time to care™



Productive General Practice

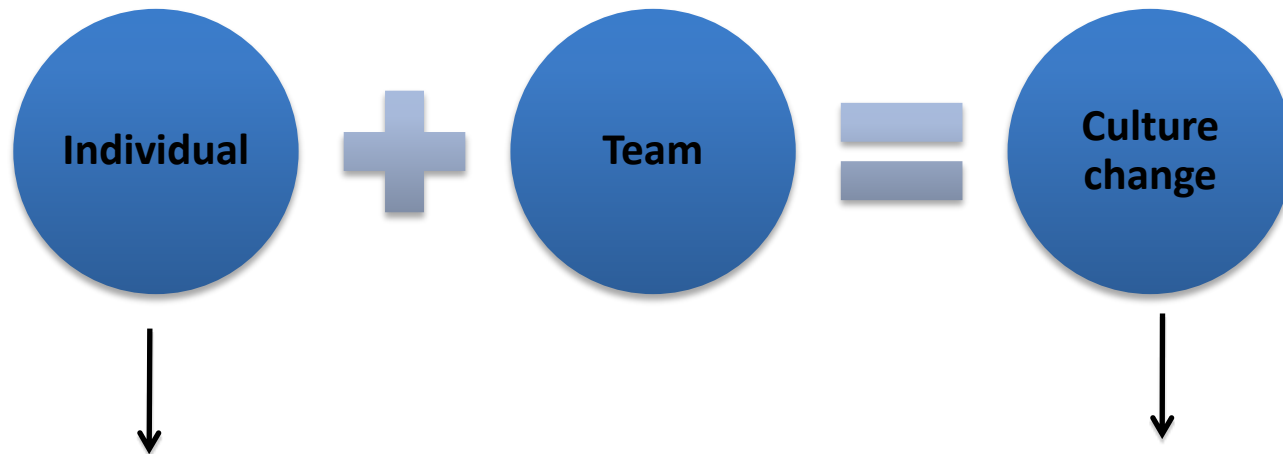
Releasing time to care



What is The Productive Leader trying to achieve?



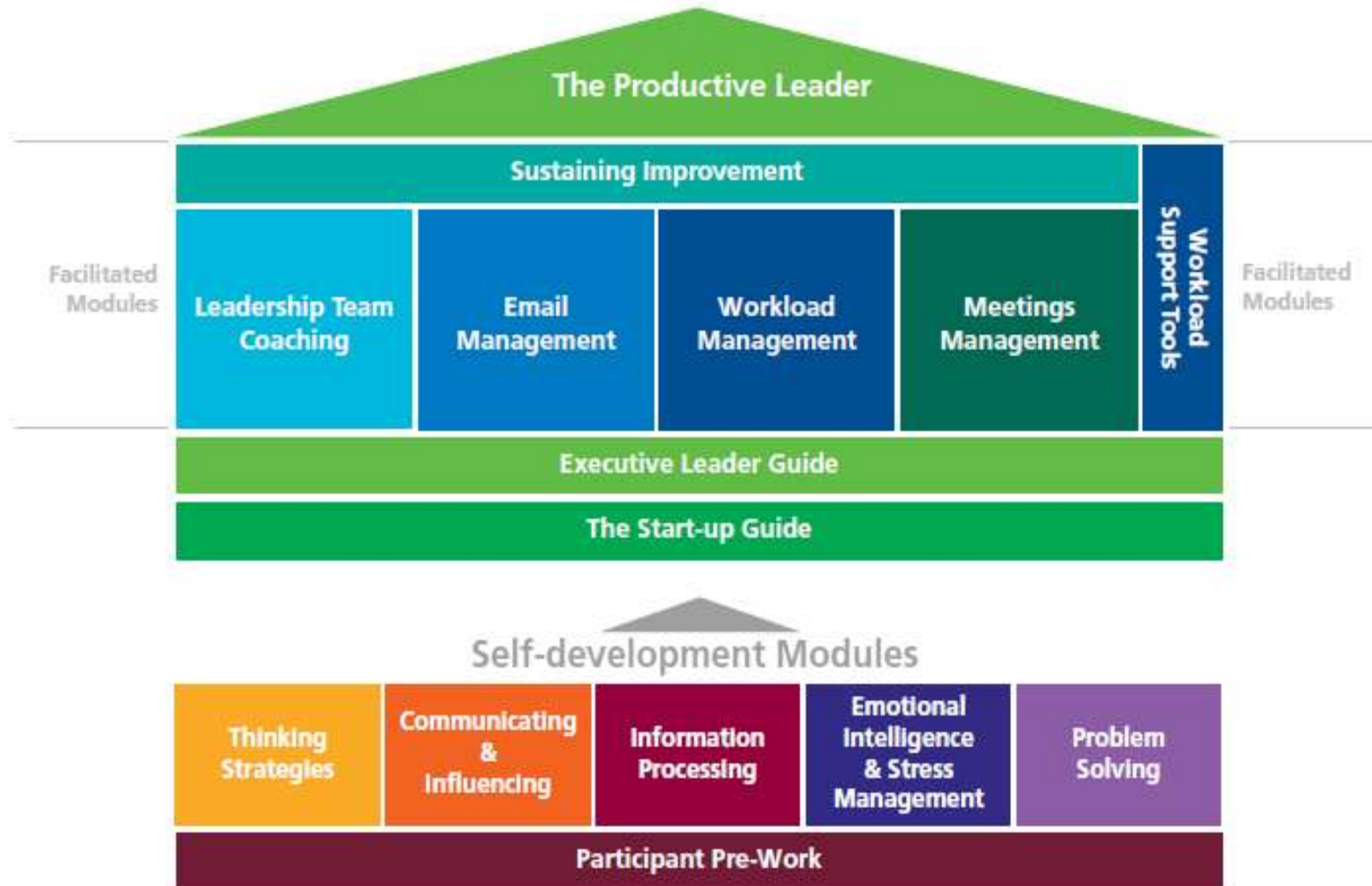
The Productive Leader Programme is **both** transactional and transformational



The combination of commitment and learning by individuals and teams to address behaviours, processes and the underlying principles of the way you work...

...leads to sustainable culture change, driving benefits at every level of your organisation

The Productive Leader



Key areas for improving personal productivity

- Your own role clarity
- Understanding the value of the admin support role
- Knowing and developing your own/teams skills and styles
- **Effective email management**
- **Effective meetings management**
- **Appropriate workload management**

Email Management



The benefits of managing your more effectively



You will find that you:

- Reduce the amount of time you spend dealing with emails
- Manage your inbox and reduce unwanted items
- Reduce the stress you feel in managing your emails
- Improve the quality of emails you send and receive
- Reduce the number of emails you receive
- Get better responses to the emails you send.



Is it appropriate for you to reply?

The **two minute rule**

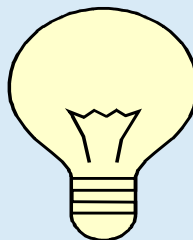
if it takes less than two minutes **do** it!



If this is not possible you should consider the following options:

- **delegate** the email to another member of your team
- **diarise** time to action the email if you cannot take action immediately
- **delete** the email or file it for reference immediately or once actioned.

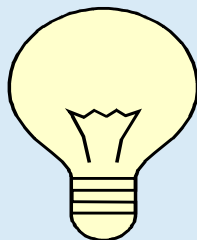
***Minimise the time spent checking your emails.
Where possible, only handle each email once.***



Is the subject line clear?

You should use action-focused email subject lines.

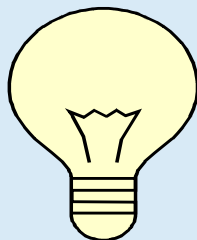
1. Subject lines could start with the action required
 - **action required** = physical action is required, ie complete a form (eg FA)
 - **for information** = there is no action required (FI)
 - **response required** = action is required in the form of a response (FR)
2. Contain a clear description of the email's **purpose**, eg action required: questionnaire on staff morale
3. Contain any **timescales** if necessary, eg action required: questionnaire on staff morale – response by 7 June.



Your emails should be short, concise and action-focused

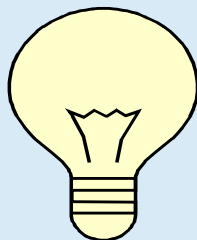
Language

- Is your email brief and **to the point**?
- Have you used **appropriate** language?
- Have you considered your **target audience** and their level of understanding of the subject?
- Check your **style** and **tone**
- Have you kept **abbreviations** and **jargon** to a minimum?
- Have you used **CAPITAL** letters appropriately?
- Have you read it through **before** you send it?



Our good practice tips for personal productivity – email management

1. Use clear, concise language in emails
2. Make your email subject lines clear
3. Does it pass the Daily Mail test?
4. Think about the two-minute rule
5. Eliminate waste by handling each email only once
6. Don't use your inbox to file your emails
7. Do I need IT training?
8. Think about spreading good practice in your team and beyond



And what do they say?

“There’s fewer inter-director emails which must mean we’re communicating better?”

“I’m much more aware of what I might be doing to my colleagues’ inbox...I try to pick up the phone instead..”



Northern Lincolnshire and Goole NHS Foundation Trust

- Over 500 clinical and managerial staff reached
- Quick wins drop-in sessions
- Focus on email and meetings management
- Customised for doctors, nursing staff, med students
- PA-led peer group sessions
- Meetings management success with Facilities Team
- Guide to email best practice and IT training clinics

“ ... it's not just the executive team and managers that benefit from The Productive Leader – everybody has something they can get out of this programme.”

Quality Manager



Savings can be made ...

“101 staff attended email management sessions. and subsequently reported an average saving of almost 13 minutes a day. Over a year we estimate a saving of £95k as a result of implementing Productive Leader principles ...”



“
NHS Foundation Trust

Meetings Management



The benefits of managing your meetings more effectively



- Your meetings will
 - achieve more
 - start and finish on time
- Participants will:
 - attend the most appropriate meetings
 - prepare more effectively
 - follow up on actions
 - participate more fully
- The quality of discussion in meetings will improve

There are four key stages in managing a productive meeting



You have a responsibility to yourself and others to run productive meetings, maximising everyone's time

Plan – key planning questions

What am I hoping to achieve by holding the meeting?

What is the most appropriate forum for the meeting?

Who needs to attend the meeting?

What are the most appropriate tools and techniques to use?

Participate - everyone at the meeting has a part to play

Meeting owner (chair)

Responsible for the smooth running of the meeting:

- setting the objectives and providing information
- agreeing attendees
- assigning accountabilities
- ensuring adherence to the agenda and timings
- ensuring full participation from all members
- making it 'safe' for everyone to participate
- recording any issues, ideas, decisions and most importantly actions

Team members

A selection of people positively identified as having knowledge to input. They are responsible for:

- practising good meeting behaviours
- coming prepared
- actively listening – contributing ideas, raising concerns constructively, sticking to agenda topics
- helping the chair ensure the smooth running of the meeting
- arriving on time.

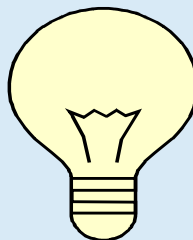
Additional roles

Other roles can be assigned if needed. These include timekeeper, scribe, expert, facilitator and decision maker. Allocating roles to meeting attendees can also be an effective way to structure a meeting.

Pursue – a meeting is only as productive as it outputs

You could capture the meeting's outputs using this template:

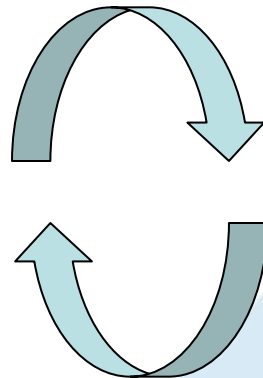
No.	Actions captured	Owner	Timescale	Resources required	
1					
2					
No.	Decisions captured	Owner	Time	Details	
1					
2					
3					



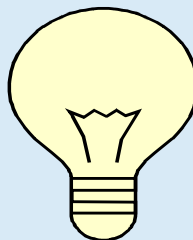
Evaluate the effectiveness of your meeting

1. Someone takes the lead for evaluating the meeting
2. Ask the attendees What Worked Well, and what would be Even More Effective If ...
3. Summarise the key points
4. Identify and agree the areas for improvement
5. Include these notes with the meeting actions so that the next meeting is even more effective

WWW?

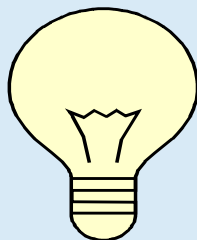


EMEI?



Our good practice tips for personal productivity- meetings management

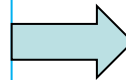
1. Stop. Think. Is a meeting really necessary?
2. Four Ps of productive meetings
3. Know your responsibilities – as participant/chair
4. Start testing timed agendas in some of your meetings
5. Where appropriate use the action decision template
6. Regularly evaluate your meetings (eg. WWW, EMEI)
7. Consider how behaviours in meetings might affect both others and outcomes
8. Think about the potential of spreading good practice in your team and beyond



Nottinghamshire Healthcare NHS Trust's Invest to Lead senior programme

Maximising productivity gains for the whole organisation

- 4 x 90 minute modules
- An audience of 350+
- Admin, PA, managers and teams share learning
- Good practice templates
- Tips and tricks
- Reflections on changing behaviour and defining roles



“The sessions have been inspirational and I am beginning to adopt best practice in how I manage my workload, run meetings and deal with emails, so that I can continue to get the best out of myself and the team.”

**Acting Team Leader
Specialist Services**

Savings can be made ...

*“Our executive team were “wasting”
£124k a year through poor meetings
management.”*



Workload Management



The benefits of managing your workload more effectively

- Achieve your objectives during the day
- Deal more effectively with urgent issues as they arise
- Ensure that the work you undertake is in line with your key responsibilities and goals
- Have a standardised approach to diary management, which is clearly understood by all
- Have the confidence to delegate work because you have a system for following up actions
- Allow you to work in an environment that is conducive to productivity and reduced stress

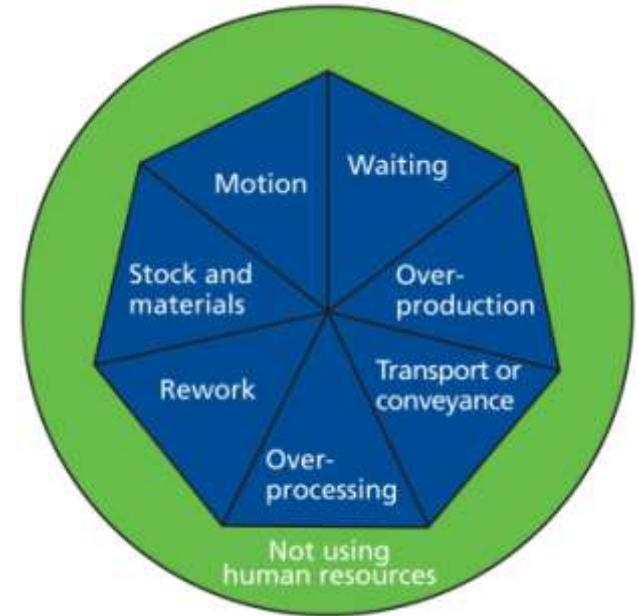
Introducing the workload support tools

The six support tools are designed to help you manage your workload. At the end of this module, you will be guided to select the relevant tools.



Eradicating waste in the office

1. Understand the types of waste
2. Identify the waste in your office or workplace
3. Plan an improved lay-out (see An efficient office lay-out)
4. Implement 5S (see 5S model for the office environment)
5. Implement standards to maintain changes



“Typically, 95% of the activities within your office will be non-value adding. Only 5% will add value.”

Professor John Seddon

And what do they say?

“Well-organised workplace helped my team become a team! And feel valued too!”

**Manager
Medical Staffing**



Coping with winter pressures

‘Our A&E services were under huge pressure this winter but I felt more in control than previous years. Since implementing The Productive Leader as a team we are better able to deal with the urgent and the unexpected.’

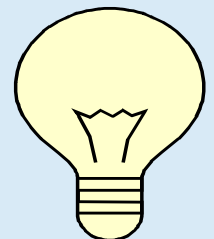


**Operations Director
NHS Foundation Trust**

Our tips - opportunities for improving workload management

- Effective email and meetings management
- Schedule planning time in your diary
- Eradicating waste in the office environment
- Clearly communicated system of working practices
- Reviewing time spent travelling
- Visual tools can help with the bigger picture
- Define and agree value adding activities
- Challenge inherited ways of working and the way things are done

Look at Workload Management Module and Workload Support Tools



Example of a team improvement plan

Aim

Agree a consistent signature block

Ensure that all meetings start and end on time (even if people are running late)

Reduce waste (over production) - send board papers only to those who do not have access to shared drive

Each team member to achieve one of their objectives – ‘if I had more time I would...’

Measurement

Audit team emails

Increase in number of meetings attended starting and ending on time.

Measure reduction in resources (eg copying time and paper cost)

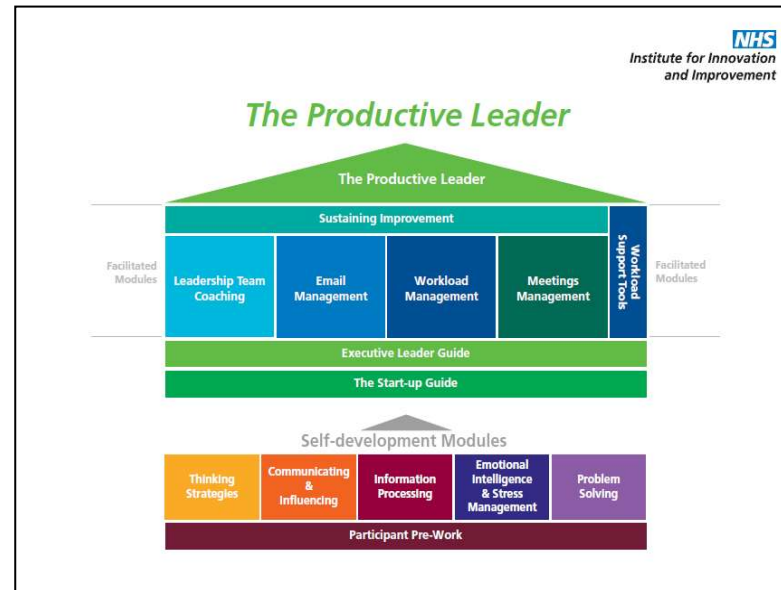
.

At end of test period review how many objectives achieved

Feedback from a programme participant at South Central SHA

“...it is ‘common sense’ put into practice. For me, personally, it has become a way of life and I shall continue to be an advocate for the Productive Leader as I know it works.”





“I have to say...a little box of what seems very unassuming advice...has made quite a difference. It has been far more effective than I thought it was going to be.”

***Associate Director of Facilities Management,
Northern Lincolnshire and Goole Hospitals NHS Trust***



The Productive Leader

Releasing time to lead
Now available



Print E-mail

The Productive Leader

[The Productive Leader](#)

- [Who is it for?](#)
- [The opportunity](#)
- [The commitment](#)
- [Frequently Asked Questions](#)
- [Productive Leader events](#)
- [Case studies and films](#)
- [Get started](#)
 - [Support implementation package](#)
 - [Register now](#)
 - [Project manager and facilitator resources](#)
 - [Further reading and references](#)
- [Members area](#)
- [Contact us](#)

Project
Manager and
Facilitator
Resources

For more information on the Productive Leader programme

The Productive Leader
Releasing time to lead



To view film clips of
NHS sites, learn more
about the programme
and read new case
studies

www.institute.nhs.uk/productiveleader

Email: helen.elmore@institute.nhs.uk