

## The opportunity

'Things seem easier and more organised.'

The Productive Leader offers you a systematic way of analysing and improving your everyday working practices to get the most out of the time and effort you commit to your work.

Research by the NHS Institute for Innovation and Improvement has shown that leaders in NHS England\* spend almost 90% of their time on meetings, communication (including email management) and managing people. This leaves only around four hours a week for other work such as strategic planning, direction setting and personal workload planning.

### High impact areas for improvement

The biggest area in which your leadership team can make improvements and save time is likely to be meetings management. NHS Institute findings revealed that NHS leaders spend an average of 70% of their time in meetings with only 27% starting on time and even less, 18%, finishing on time.

Improvements can also be made in email and workload management. During the test phase for The Productive Leader, participants reported that by using the email model, the focus of their emails and the responses they received improved by 32%. In the words of one of the leaders who took part:

'I was telling stories in my emails...now I am trying to be clear about what is needed in the first two lines.'

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With special thanks to the staff who appeared in this film, representing the following organisations:

- Buckinghamshire Hospitals NHS Trust
- Central Lancashire Primary Care Trust
- Sheffield Health and Social Care Trust
- Stockport NHS Foundation Trust
- Walsall Hospitals NHS Trust

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