



USING THE MEASURES WITH A PROJECT TEAM

Background

Angela King is the Business & Development Manager for Supported Housing at Wirral Partnership Homes. She was tasked with co-ordinating project management for a department restructure, affecting around 100 members of staff in total and lead by a team of 4 managers, including herself.

She sought support and direction from the leadership and mental toughness questionnaires in working with her project team colleagues and used their individual and group results to assist in scoping project roles and responsibilities, as well as initial and ongoing team building.

Angela's comments on use and application of the measures are below in respect of her own self-awareness, learning and development from a personal perspective.

ILM72 – Leadership Styles

“This is an online questionnaire that takes about 10 minutes to complete. It is timed so you need to make your decisions and choose the most appropriate phrase without over analysing the question. To get the best out of the exercise you do have to be honest, trying to pick out phrases that will produce ‘middle’ of the road answers will not really help you to understand what you bring to the workplace in certain situations.

My report gave me a snapshot of how I have adapted to my environment within my current role. I manage a life critical service and was given a very short period of time to improve and remove the deficit.

My self-understanding was that I was more people than task and I was quite flexible and organic in my approach. My results pointed to me being more dogmatic and had a key balance between task and people.

On reflection I can remember the day that I told myself that I had toughen up and make key decisions on the service, staff were looking for a leader, competencies of the team were quite low and the perception of the service was not positive from senior management.

I restructured the team and recruited in certain skills however until the team had developed, I felt quite alone in the big decision making areas. I suppose this has reflected in the more ‘dogmatic’ leadership style approach. Not a natural style for me but I can now move into that leadership/decision type leadership if required, although I would not be too comfortable always working from that area.

I have a great team and now I have confidence that the team know where the service is moving to; know their role and how they make the difference within the service.

3yrs ago I would have been devastated to have found out I was in the 'dogmatic' area of leadership, I now understand the journey I have travelled and the stresses, pressure and challenges I have been under and can accept and believe in myself that without some area of single mindedness the service I manage would have been out-sourced, instead after a recent inspection, auditors announced that the service 'added value' to the organisation.

The report also gave me tools to enable me to understand how my style can impact on other, particularly my (project team colleagues and yes I could use the skills to play 'political games' and trigger others within the group however I am now trying to adapt my leadership style to have the greatest 'positive' impact on the project ensuring that I 'enjoy' being part of the group, playing to my strengths."

MTQ48 – Toughness

"I have been looking for a word that describes 'today's management' role and I can now accept that it is "toughness", juggling strategy and aligning it to the operational aspect, dealing with conflicting priorities, changing pace of the environment, managing task v people and above all evidencing the hard and soft data for external validation never mind mental toughness this is mental acrobatics. Managers today have to be on top of their game!

The report identified real issues for me in respect of outwardly I have self-belief but I can be affected by the criticisms of others, I now understand that I do need a break and need to keep challenges in perspective. I have also started to identify if issues are in my control or not and let go of the issues not in my control. I look to find reassurance from within first rather than seek this externally.

The report identified my need to be self-critical and I have to agree that I sometimes look at what hasn't been achieved rather than what has.

I like the practical development improvement points that the report gave me, and I have started to implement them into my day to day approach."