Michael West (S3 Ep1)

SUMMARY KEYWORDS

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SPEAKERS

Michael West, Pia Rathje-Burton, Wendy Adams

Pia Rathje-Burton 00:07

Welcome to the care exchange the Skills for Care podcast for managers in social care. I'm Pia Rathje-Burton.

Wendy Adams 00:13

And I'm Wendy Adams.

Pia Rathje-Burton 00:15

So Wendy, you're the new co host for the care exchange. Welcome.

Wendy Adams 00:19

Thank you very much. How does it feel? Fantastic. I'm really looking forward to today.

Pia Rathje-Burton 00:25

Yeah, I'm so pleased you're joining me as co host for the series three. I'm really excited. We always start each series with a bit of a special guest and today the first episode of series three, we have got a special guest. Today we're talking to Professor Michael West. Michael is the visiting senior visiting fellow at the king's fund. He's also professor of organisational psychology at Lancaster University as well as other professional roles at University College Dublin, and Aston University. He's also the co founder of Athena organisation development so also AOD, that's part of the Skills for Care group. In 2020. Michael was appointed a CBE in the Queen's Birthday Honours List for services to compassion, innovation in health care,

distress, then to be compassionate, I have to do four things I have to attend Understand, empathise and help. And attending means being present with you. Nancy Klein talks about listening with fascination. Understanding means having a conversation with you to try to understand the causes of your pain or distress. empathising, of course, is feeling with you without making it my drama. And that gives me the motivation for the fourth really important element of compassion, which is helping or serving the other person. So Compassionate Leadership is really the same behaviours, it's attending to those really being present with them listening with fascination, understanding the challenges they face, empathising, with them, particularly given the level of stress and work demands in social care, and then helping them and in the context of leadership, Compassionate Leadership, helping means helping those we lead, to do their jobs more effectively, by helping to remove the obstacles that get in the way, and by helping to ensure that they have the resources that they need the right numbers of staff, the right equipment, the right training, and so on.

Pia Rathje-Burton 04:35

What you're saying is that by I suppose by being kind, and being really present with with your with your workforce, then you are leading compassionately, is that if I kind of rephrase it? Is that how

Michael West 04:49

it is? Yeah, I mean, kindness, I would say is a bit of a bland word. I mean, it's those four behaviours. You know, we can fool ourselves into thinking we're being kind when we not really listening to what staff are telling us, or we can fool ourselves in thinking that we're understanding, w ing, Mese ould sow ow towMensu 2ckind

listening with fascination, and there's a difference between those two things isn't there I Cs

Michael West 16:33

Yeah, absolutely. So it's about creating, it's about creating teams where everyone feels they have responsibility for the functioning of the team. After all, that's what good teamwork is about where everybody takes responsibility. So people raising issues, having the courage to raise issues compassionately, where there are toxic politics or, you know, chronic, chronically poor interpersonal relationships or, you know, legalistic approaches to dealing with problems rather than having open, honest, authentic conversations. And people being genuinely cute, genuinely curious in teams, about each other's well being and offering to help. So, absolutely. So every every team member having responsibility for helping to create more, more compassionate team working? Yeah.

Pia Rathje-Burton 17:29

And is that how managers create good teamwork?

17:35

It's a component appear. I think, also, I mean, I've been studying teams in health and social care now for I don't know, gosh, 30 odd years. And we know, some of the key things that you need to have in place. I think one of the dangers about teamwork is team working is people think a team working is, you know, we work together? Well, no, it's more than that. It's first of all, having in our teams a clear understanding of what our purpose is, who were the other team members, and having three or four or four or five clear agreed goals. mean, in all of the research we've done, that's the most important factor determining team effectiveness. Have you made clear? Have you agreed what the team's goals are three or four, not 44? Not 34. You know, it's it's about having the discipline to have three or four clear goals, making sure everyone's clear about their roles in the team, that there isn't interpersonal conkset 1per per

that they are being led com

Michael West

Michael West 42:14

 It's a real pleasure and real, real delight to talk with you both. Thank you.

Pia Rathje-Burto

That's a real