

Powerpoint Slides

The PowerPoint slideshows in this section can be downloaded at www.pavpub.com/good-care-leadership-resources



Session 1

Slide 1.1

Session 1: Confidence and Competence

Welcome

Session 1: Confidence and Competence
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Slide 1.2

Programme

Activity	Time required
Introduction to the session	10 mins
Introduction to confidence	20 mins
Exercise 1.1: When I am more or less confident	30 mins
Exercise 1.2: My career achievements so far	20 mins
Exercise 1.3: Three challenges faced	20 mins
Exercise 1.4: A good leader	30 mins
Exercise 1.5: How am I so wonderful?	40 mins
Session summary	10 mins

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Four components of good care leadership

1. Confidence and competence
2. Values
3. Use of authority
4. Motivating others

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Ways of viewing confidence 1

Confident

Unconfident

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Ways of viewing confidence 2

Confident ————— Unconfident

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False confidence and true confidence

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Discuss a time I was...

Feeling confident
and
what factors influenced this*?

Feeling unconfident
and
what factors influenced this?

*Hint: These could include: the weather; people around you; how you woke up that morning; something you had been told, or you had read; a 'role model' from work or from elsewhere; bad news; good news; your health; something inside you; how well you slept etc.

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What have I achieved?

Certificates	Special care for a special patient
Promotions	Problems solved
Projects	Challenges accepted
Saving a life	Caring in difficult circumstances
Leading a team	Needs attended to
Making a difference (large or small)	

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Three challenges

- A difficult colleague
- A moral dilemma
- A difficult decision
- A complex task
- A complaint
- An exam
- A 'hopeless' case

What have I learned?

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Perfect v Useless 1

Completely Useless

Practically Perfect

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Perfect v Useless 2

Completely Useless

Practically Perfect

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Parts of leadership

1. Part of leadership
2. A continuum
3. False confidence
4. Confidence varies
5. Your achievements
6. Three challenges
7. A good leader
8. How am I so wonderful?

EXERCISE 1.1: When I am more or less confident

Four components of good care leadership

1. Confidence in your competence
2. Values
3. Use of authority
4. Motivating others

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Session 1

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A continuum

EXERCISE 1.1: When I am more or less confident

Ways of Viewing Confidence 2

Confident

Unconfident

Confident ————— Unconfident

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False confidence

EXERCISE 1.1: When I am more or less confident

False confidence and true confidence

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Confidence varies

EXERCISE 1.1: When I am more or less confident

Discuss a time I was:

Feeling confident
and
what factors influenced this*?

Feeling unconfident
and
what factors influenced this?

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What have I achieved?

EXERCISE 1.2: My career achievements so far

Certificates	Special care for a special patient
Promotions	Problems solved
Projects	Challenges accepted
Saving a life	Caring in difficult circumstances
Leading a team	Needs attended to
Making a difference (large or small)	

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What have I achieved?

EXERCISE 1.3: Three challenges faced

Sometimes we can learn more about ourselves when we are under stress than we can when everything is running smoothly. Below, you are asked to write some notes about times in your career when you have had to face difficulties or challenges of some sort. These do not have to be challenges that you have fully overcome, and they may be things that continue to challenge you to this day.

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A good leader

EXERCISE 1.4: A good leader

A good leader I have known

This will be somebody you have known at work, an 'everyday' leader, rather than a 'great' man or woman.

Their initials

Their official position

What did this person do or say that made them a good leader?

What did you learn from this person?

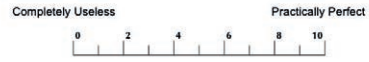
How would/do you apply what you have learned from them to your practice?

What similarities do you share with this person? (even if only slightly)

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How am I so wonderful?

- 1. Part of leadership
- 2. A continuum
- 3. False confidence
- 4. Confidence varies
- 5. Your achievements
- 6. Three challenges
- 7. A good leader
- 8. **How am I so wonderful?**



Session 2

Slide 2.1

Session 2: Personal Values

Welcome

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Slide 2.2

Programme

Activity	Time required
Introduction to the session	10 mins
Introduction to personal values	20 mins
Exercise 2.1: Writing my own retirement speech	35 mins
Exercise 2.2: Choosing values from the list	35 mins
Exercise 2.3: Realising values in my current work	45 mins
Session summary	15 mins

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Slide 2.3

Four components of good care leadership

1. Confidence in your competence
2. Values
3. Use of authority
4. Motivating others

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Slide 2.4

Personal values (1)

- Give meaning to our work
- Are a constant guide for our behaviour – “Am I on the right track?” (and the track is not always straight)
- Are associated with strong feelings – including uncomfortable feelings
- Do not need to be reasoned, they are ‘just there’
- May never be fully achieved, are constantly in action
- Indicate the direction of travel rather than the destination
- Are personal, but often alike those of others
- Are complementary to professional values

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Personal values (1)

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Personal values (1)

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Personal values (1)

- Give meaning to our work
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- **Do not need to be reasoned, they are ‘just there’**
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Personal values (1)

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Personal values (1)

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Personal values (1)

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- **Are personal, but often alike those of others**
- Are complementary to professional values

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Personal values (1)

- Give meaning to our work
- Are a constant guide for our behaviour – “*Am I on the right track?*” (and the track is not always straight)
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- Are personal, but often alike those of others
- **Are complementary to professional values**

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Personal values (2)

- Give meaning to our work
- Are a constant guide for our behaviour – “*Am I on the right track?*” (and the track is not always straight)
- Are associated with strong feelings – including uncomfortable feelings
- Do not need to be reasoned, they are ‘just there’
- May never be fully achieved, are constantly in action
- Indicate the direction of travel rather than the destination
- Are personal, but often alike those of others
- Are complementary to professional values

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My retirement speech

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Examples

Wisdom	Patience	Order	Mindfulness	Independence
Humility	Flexibility	Gratitude	Safety	Forgiveness
Spirituality	Responsibility	Power	Challenge	Encouragement
Adventure	Intimacy	Pleasure	Romance	Connection
Curiosity	Loyalty	Beauty	Skillfulness	Sexuality
Self-control	Self-development	Self-care	Self-awareness	Supportiveness
Respect	Reciprocity	Open mindedness	Fun	Contribution
Thoughtfulness	Tolerance	Assertiveness	Caring	Authenticity
Cooperation	Conformity	Compassion	Equality	Creativity
Excitement	Fairness	Fitness	Freedom	Friendliness
Generosity	Honesty	Justice	Courage	Humour
Sensuality	Love	Knowledge	Kindness	

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Examples

- If you choose "Caring" as a value
You might write *"I sat with Mrs Smith and held her hand when she was distressed about her delayed discharge. It would have been easy to leave her alone and get on with my next task"*.
- If you choose "Challenge" as a value
You might write *"I chose to take the Dementia Friends course as I know little about dementia and needed to stretch myself"*.

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Parts of leadership

<ol style="list-style-type: none"> Part of leadership The nature of values Retirement speech List of values Values in action 	<p style="text-align: center;">Personal Values</p> <ol style="list-style-type: none"> Confidence in your competence Values Using your authority Motivating others
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The nature of values

Personal Values

- Give meaning to our work
- Are a constant guide for our behaviour – *"Am I on the right track?"* (and the track is not always straight)
- Are associated with strong feelings – including uncomfortable feelings
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<ol style="list-style-type: none"> Part of leadership The nature of values Retirement speech List of values Values in action
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Retirement speech

Personal Values

<ol style="list-style-type: none"> Part of leadership The nature of values Retirement speech List of values Values in action 	
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List of values

Personal Values

Wisdom	Patience	Order	Mindful-ness	Independence
Humility	Flexibility	Gratitude	Safety	Forgiveness
Spirituality	Responsibility	Power	Challenge	Encouragement
Adventure	Intimacy	Pleasure	Romance	Connection
Curiosity	Loyalty	Beauty	Skills/ness	Sexuality
Self-control	Self-development	Self-care	Self-awareness	Supportive-ness
Respect	Reciprocity	Open mindedness	Fun	Contribution
Thoughtfulness	Tolerance	Assertive-ness	Caring	Authenticity
Cooperation	Conformity	Compassion	Equality	Creativity
Excitement	Fairness	Fitness	Freedom	Friendliness
Generosity	Honesty	Justice	Courage	Humour
Sensuality	Love	Knowledge	Kindness	

1. Part of leadership
2. The nature of values
3. Retirement speech
4. List of values
5. Values in action

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Values in action

Personal Values

1. Part of leadership
2. The nature of values
3. Retirement speech
4. List of values
5. Values in action

Value	What you already do to realise this value
Caring	<i>'I sat with Mrs Smith and held her hand when she was distressed about her delayed discharge. It would have been easy to leave her alone and get on with my next task.'</i>

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Personal values (3)

1. Parts of leadership
2. The nature of values
3. Retirement speech
4. List of values
5. Values in action

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Session 3

Slide 3.1

Session 3: Use of authority

Welcome

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Slide 3.2

Programme

Activity	Time required
Introduction to the session	10 mins
Introduction to the necessity of using your authority	10 mins
Introduction to the five types of power	30 mins
Exercise 3.1: Case study	30 mins
Exercise 3.2: Using power appropriately	45 mins
Exercise 3.3: Feeling comfortable with each of these types of power	40 mins
Challenges in the use of power	10 mins
Session summary	10 mins

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Four components of good care leadership

1. Confidence in your competence
2. Values
3. Use of authority
4. Motivating others

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Ward culture

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Culture change

"On Sunday the 20th of February a different sister was in charge, and the ward felt like a different place. Bells were answered promptly, staff voices seemed lower and the contact with patients felt so much better. Having sat on the ward for four days I observed that this particular nurse's skills at running a ward were exceptional. The ward was a better place when she was around."

Patients Association, 2011, p17

Patients' Association (2011) 'We've been listening, have you been learning?'. Harrow: Patients' Association.

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The power of the individual

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Legitimate/positional power

- Comes with your rank or position of formal authority
- Explicitly stated
- Backed up by the organisation
- Generally accepted
- Extent is defined and limited
- May be challenged if contrary to basic values/principles
- May be indirectly challenged by delay, obstruction or disobedience

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Using legitimate/positional power

- Respectful and polite requests
- Give reasons for requests
- Requests are clear – written if necessary
- Follow proper channels
- Verify compliance
- Insist on compliance, as appropriate

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Reward power

- Comes with people knowing you control important rewards
- BUT often you control few material rewards
- Some less tangible rewards – eg training, references

Social rewards

"That was a difficult job done well, thank you"

"Excellent"

"Very professional"

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Using reward power

- Be fair and ethical. No favourites
- Rewards linked to specific actions
- Rewards are valued
- Praise is appropriate to the individual
- You look out for good work
- Praise more than criticise
- Genuine

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Coercive power

- Threat of or actual punishment
 - Officially sanctioned by formal procedures
- Also
- Informal indications of disapproval
 - From a frown to a full 'dressing down'
 - Gains compliance rather than commitment

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Using coercive power

- Standards and requirements are clear and well known
- Respond swiftly to lapses
- Criticise the behaviour not the person
- Reprimand in private if possible
- Best used sparingly
- Show how to improve performance
- Follow up on warnings

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Expert power

- Knowledge, skills or expertise
- Most powerful if it is rare
- Must be relevant to the work situation
- Expertise may need to be demonstrated
- Is limited to the area of expertise

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Using expert power

- Not automatic – may need to be established
- Know your stuff. Stay up to date
- Speak confidently, but do not bluff
- Do not lecture
- Acknowledge others' knowledge and opinions
- Admit the limits of your expertise

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Referent power

- Personal and non-formal
- Based on respect or admiration
- Being a high standard role model
- Florence Nightingale David Attenborough
- ALSO Nurse Jones Sister Green Matron Smith
- Gains commitment rather than compliance

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Using referent power

- Showing concern for your team
- Regarding them positively and showing it
- Behaving with integrity, reflecting your values
- Being a consistent role model
- Persisting in all this over time
- Action speaks louder than words

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Moral challenges

- Temptation of personal gain
- Temptation to harm others
- Avoiding injustice
- Rising to the challenge

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Using your authority

1. Part of Leadership
 2. The influence of the individual
 3. The power of the individual
 4. Five types of power
 5. A case study
 6. Using your power appropriately
 7. Feeling comfortable using power
 8. Moral challenges of leadership
- Confidence and competence
 - Values
 - Use of authority
 - Motivating others

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Using your authority

1. Part of Leadership
2. **The influence of the individual**
3. The power of the individual
4. Five types of power
5. A case study
6. Using your power appropriately
7. Feeling comfortable using power
8. Moral challenges of leadership

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Using your authority

1. Part of Leadership
2. The influence of the individual
3. **The power of the individual**
4. Five types of power
5. A case study
6. Using your power appropriately
7. Feeling comfortable using power
8. Moral challenges of leadership

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Using your authority

<ol style="list-style-type: none"> 1. Part of Leadership 2. The influence of the individual 3. The power of the individual 4. Five types of power 5. A case study 6. Using your power appropriately 7. Feeling comfortable using power 8. Moral challenges of leadership 	<ol style="list-style-type: none"> 1. Legitimate power 2. Reward power 3. Coercive power 4. Expert power 5. Referent power
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Using your authority

<ol style="list-style-type: none"> 1. Part of Leadership 2. The influence of the individual 3. The power of the individual 4. Five types of power 5. A case study 6. Using your power appropriately 7. Feeling comfortable using power 8. Moral challenges of leadership 	<p>"I believe that giving praise to people for working hard and doing well <i>is the right thing to do</i>"</p>
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Using your authority

<ol style="list-style-type: none"> 1. Part of Leadership 2. The influence of the individual 3. The power of the individual 4. Five types of power 5. A case study 6. Using your power appropriately 7. Feeling comfortable using power 8. Moral challenges of leadership 	<p>Examples</p> <p>Examples</p> <p>Examples</p>
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Using your authority

<ol style="list-style-type: none"> 1. Part of Leadership 2. The influence of the individual 3. The power of the individual 4. Five types of power 5. A case study 6. Using your power appropriately 7. Feeling comfortable using power 8. Moral challenges of leadership 	<p style="text-align: right;">Comfortable Y/N</p> <p>Legitimate power</p> <p>Reward power</p> <p>Coercive power</p> <p>Expert power</p> <p>Referent power</p>
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Session 3

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Using your authority

1. Part of Leadership
 2. The influence of the individual
 3. The power of the individual
 4. Five types of power
 5. A case study
 6. Using your power appropriately
 7. Feeling comfortable using power
 8. **Moral challenges of leadership**
- **Temptation of personal gain**
 - **Temptation to harm others**
 - **Avoiding injustice**
 - **Rising to the challenge**

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Session 4

Slide 4.1

Session 4: Motivating others

Welcome

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Slide 4.2

Programme

Activity	Time required
Introduction to the session	10 mins
Introduction to junk and wholesome motivation	20 mins
Exercise 4.1: Supporting confidence and competence	40 mins
Exercise 4.2: Supporting values and meaning	40 mins
Exercise 4.3: Supporting 'belongingness'	40 mins
Session summary	15 mins

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Four components of good care leadership

1. Confidence in your competence
2. Values
3. Use of authority
4. Motivating others

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Complete lack of motivation

"I'm wasting my time in this job"

"This job is not worth putting any energy in to"

"This is a pointless job"

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Junk food motivation (1)

Carrots and sticks

Limited use

Compliance, not commitment

Unintended consequences

- Demotivation
- Gaming

"I just do it for the pay"

"I risk losing my job if I don't work hard enough"

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Junk food motivation (2)

Inner critic

- Often concerned with others' rules or expectations
- Uncomfortable, fraught with guilt, shame and anxiety
- Can lead to rigidity and avoidance

"I have to prove myself"

"I would be ashamed of myself if I didn't do a good job"

"I MUST do a perfect job, otherwise I am a total failure"

"What's wrong with me? I SHOULD be able to do better!"

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Session 4

Slide 4.7

Wholesome motivation (1)

- Reflects one's identity
- Unforced, it springs from within
- Feels comfortable and satisfying

"This job is significant to me"

"This is the kind of person that I am"

"My job is fun" or "My job is interesting"

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Wholesome motivation (2)

Unsurprisingly...

- You cannot MAKE somebody have this high-quality wholesome motivation
- You can only support them to find it

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Three components of wholesome motivation (1)

1. Confidence and Competence
2. Values and meaningfulness
3. Belonging

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Confidence and competence

- Achievements
- Challenges
- Role model, a good leader
- Why am I so fabulous? 0–10

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Slide 4.11

Supporting confidence and competence

- What have people said to you that boosted your confidence?
- Past or present, how have other leaders or managers helped you grow your confidence and competence?
- What are you already doing to grow you team's competence?
- In an ideal situation what would you like to do to support your team's confidence and competence?

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Three components of wholesome motivation (2)

1. Confidence and Competence
2. Values and meaningfulness
3. Belonging

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Values

- Writing my retirement speech
- Choosing values from a list
- How values are realised in day to day work

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Supporting values and meaningfulness

- What have people said that demonstrated the value of your work?
- Have others helped you to see how your work fits in with the broader values of your work organisation?
- What are you already doing to make it clear to your team that their work makes a contribution?
- What can you do or say to help people persist with the boring or unpleasant aspects of their job?

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Three components of wholesome motivation (3)

1. Confidence and Competence
2. Values and meaningfulness
3. **Belonging**

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Belongingness

Wholesome motivation (commitment) is strongly enhanced by:

- Verbal praise
- Referent power
- Sharing expert power

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Four components of good care leadership

1. Confidence in your competence
2. Values
3. Use of authority
4. Motivating others

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Three aspects of motivation

Lack of motivation

Junk motivation

- Carrots and sticks
- Inner critic

Wholesome motivation

- Meaning in work
- Work reflects values
- Enjoyable or challenging work

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Session 4

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Three components of wholesome motivation (4)

1. Confidence and Competence
2. Values and meaningfulness
3. Belonging

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Session 5

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Session 5: Project – Putting It Into Practice

Welcome

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Programme

Activity	Time required
Welcome	10 mins
Introduction to projects	20 mins
Writing project plans	1 hour 20 mins
Presenting project plans	40 mins

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Your project will...

- Be an exercise in good care
- Help grow your confidence and competence
- Express or realise your values
- Use your authority
- Help to motivate others in your team

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Your project may...

- Have modest aims
- Relate to either patients or residents or staff
- Be part of a larger project
- Be entire of itself

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When thinking about a project... (1)

- What are team's strengths?
- What does your workplace need?

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When thinking about a project... (2)

- What frustrates you at work?
- What do patients or staff complain about?
- What looks like outdated practice?

or

- If a real hotshot was employed in your place or work, took a look around and saw what was happening, what would she do?

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When thinking about a project... (3)

- How does our ward/care home/clinic rate?

Completely Useless Practically Perfect

0 2 4 6 8 10

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