



Case study

Vasilica Jackson – Imperial College Healthcare NHS Trust

Formed in October 2007, after the merger of Hammersmith and St Mary's NHS Trusts with Imperial College London, Imperial College Healthcare NHS Trust was one of the first academic health science centres in the UK. According to the Trust's annual report, during 2009/10, they employed over 10,000 people. Hence, this represents a vast organisation, with a huge range of job types and specialities.

Vasilica is part of the 'Circulation sciences and renal medicine' clinical programme group. Before deciding to take part in the Leadership Empowerment Programme, she was a band 6 employee, responsible for complex patient discharges on the renal ward. Having had some leadership training in the past, Vasilica was keen to improve her confidence and her career prospects by taking part in further development. She was absolutely thrilled with the outcome of the Leadership Empowerment programme, as she applied for a promotion to band 7 and was successful. She applied for the new role towards the end of the programme and was successful, 3 weeks after the completion of it. Hence, she firmly believes that this career success was facilitated by the skills and competencies that were strengthened during the Leadership programme. Some of the competencies Vasilica developed, and the elements of the programme she accredits this development to, are discussed below.

1) Self-learning: Vasilica reflected on the fact that we are somewhat aware of our strengths, but less so, our weaknesses. So, using the 'Team Management Profile' to diagnose her strengths and weaknesses, with Harpal and Joe's help, Vasilica was able to represent these on the 'Team Management Wheel'. This representation allowed her to reinforce her areas of strength, but also learn about areas that she must improve on. This 'Team Management Wheel', produced by TMSDI was used as a basis for self-development. With homework being set on techniques for refining areas of weakness, as well as one-on-one training with Harpal & Joe, Vasilica was able to bolster weaker abilities, while further improving her strengths.

2) Confidence: Vasilica felt the entire programme was very eye-opening. She learnt, very much inspired by Harpal & Joe, that you should always strive for more and push yourself towards excellence, instead of settling for average. This was an outcome of the entire programme, as she was empowered and motivated by Harpal and Joe. Her confidence was also developed by her increased knowledge as a result of the programme. A psychological concept which really resonated within Vasilica was 'Emotional Intelligence'¹. This awareness of how to develop relationships and deal with people was crucial for the development of her sense of self-efficacy². Vasilica

was adamant that no matter how much education one has, if you don't know how to deal with people, there will constantly be barriers to your progression.

3) Presentation skills: The workshops on effective presenting built up a number of skills. These were refined and applied in a presentation to the entire group and a member of the Trust at the end of the programme. Vasilica was grateful for this improvement, as she applied these newly found skills in the application process for her new role. The assessors were very impressed, not only with style and delivery of the presentation, but also the content as she utilised her knowledge of emotional intelligence.

This concept is extremely important and fitting, as she will be a team leader in her new role. This is something which she envisions applying in her role directly. The importance of relating to patients and staff, particularly her team is something Vasilica now, truly appreciates. She will also apply a number of other nuggets from the programme. Firstly, she emphasised the importance of personally reflecting on matters, by taking a step back and weighing up options rationally, as opposed to rushing into action. Secondly, she will apply active listening techniques, as this was identified as a weakness of hers. She has seen how powerful active listening can be in problem solving and maintaining relationships. Vasilica expressed her excitement in beginning her new role and applying the skills she learnt from the Leadership Empowerment Programme. Perhaps more importantly, she has learnt a life lesson, in that learning is life-long. She must always strive to better herself, continue to progress and improve and have an unwavering belief in her ability to do so.

By Rajesh Chopra, Intern at Glow at Work.

¹ Emotional Intelligence; "the subset of social intelligence that involves the ability to monitor one's own and others' feelings and emotions, to discriminate among them and to use this information to guide one's thinking and actions" (Salovey & Mayer, 1990).

² Self-efficacy; "One's belief in one's ability to succeed in specific situations" (Bandura, 1977). Self-efficacy influences how we approach our goals, tasks and challenges.



glowatwork™

