

Academic Division Excellence & Change Conference

# Enabling Ourselves to be Highly Effective People

*12<sup>th</sup> January 2017* Simon Black, Organisational Development, HR



# Things to consider in a changing environment...

- How to get ahead
- Knowing where you want to get to (time/space/aspiration)
- What to do first
- How to get a true winning mindset
- How to understand others better
- How to build lasting collaborations
- How to renew and re-energise yourself

# Objectives for today

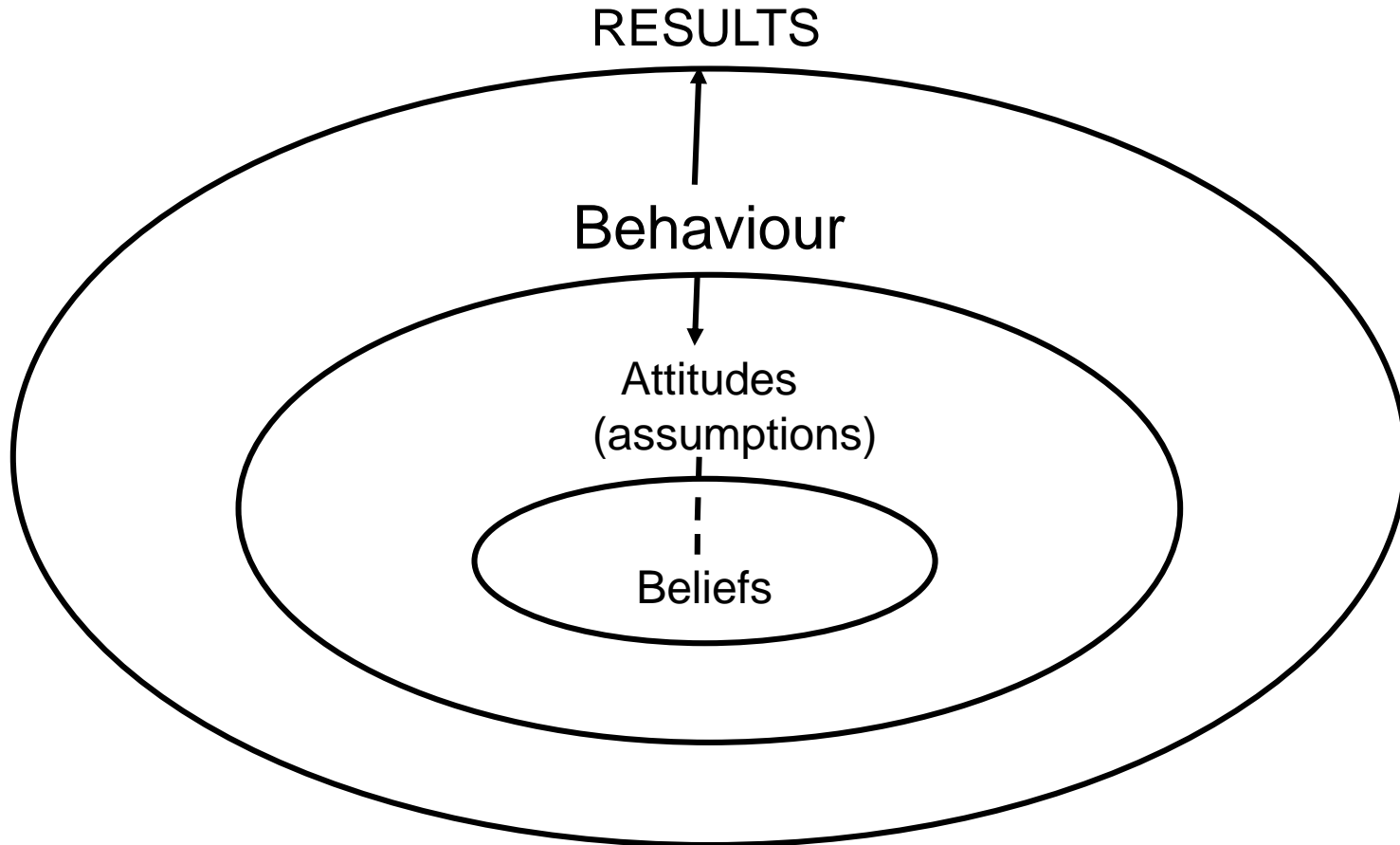
1) To consider

- your own style
- Whether all your perspectives are helpful
- How to take initiative to adapt and succeed
- Working with others
- Work/life balance
- Personal skills and aspirations

2) To take away some topics to personally reflect upon

# Values, behaviours and outcomes

Watch ourselves - spot unhelpful 'self-defeating behaviour'

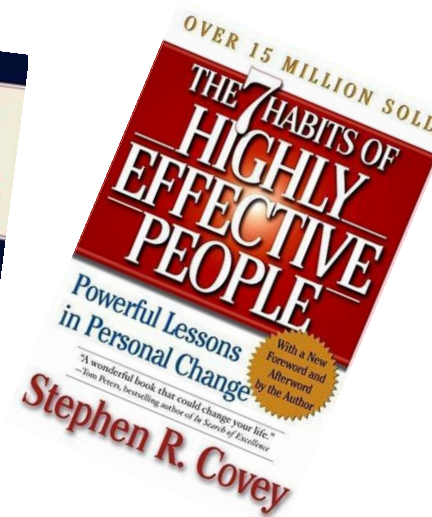
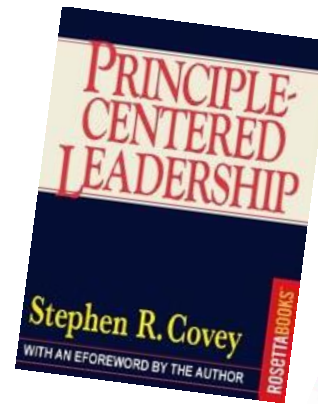
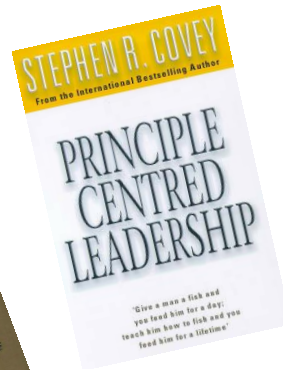
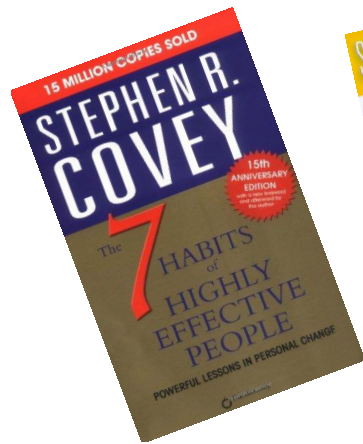


## **Self Reflection – confidential personal list**

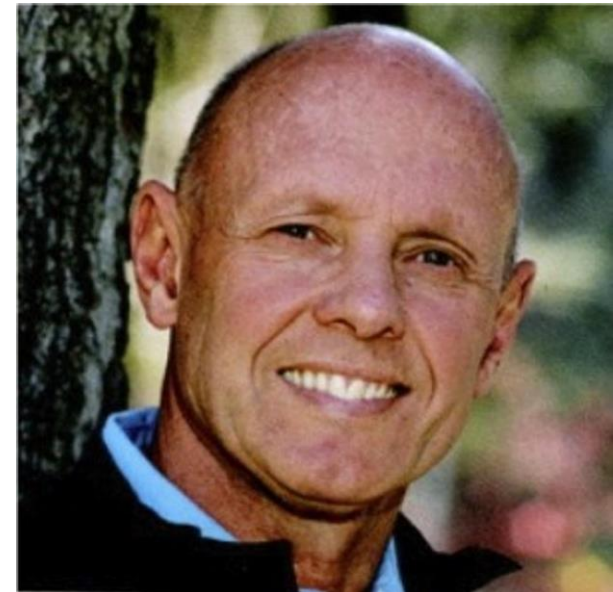
**Which habits/behaviours do I exhibit which are:**

**i) HELPFUL to me**

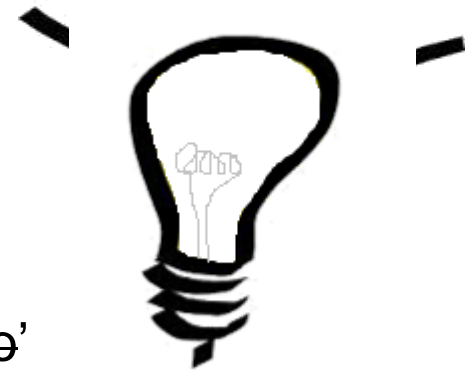
**ii) UNHELPFUL / Self Defeating**



- Be proactive
- Begin with an end in mind
- Put first things first
- Think WIN/Win
- Seek first to understand
- Synergise
- Sharpen the Saw



# Yourself



# 1. Be proactive show initiative

- Proactive language

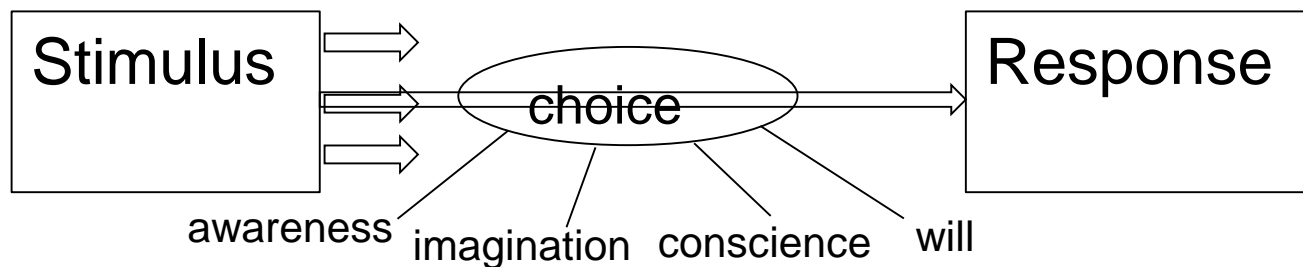
***'I choose to...'***

***'What are the options?'***

~~'I must', 'I have to'~~

~~'the problem we face is'~~

~~'He makes me so angry'~~



- Develop knowledge – ***get to know self, people and systems of work***
- Plan ahead, reduce firefighting – ***what can I do now to avoid..?***
- Innovative partnerships/collaborations – ***network, build relationships***



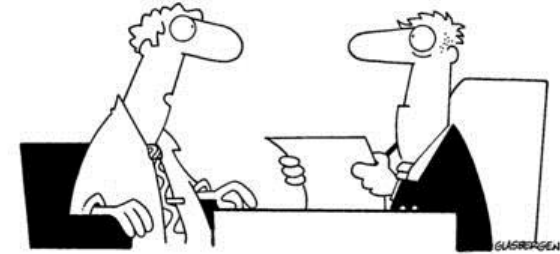
## 2. Begin with an end in mind clear personal vision & values

- What do you want to achieve?
- How do you want to work?
- Who do you want to work with?
- How do you want to be regarded?
- What impact do you want your work to have?
- What principles are important to you?

*“The main thing is to keep the main thing the main thing”*



***What do you  
want your future  
to be like?***



“Explain to me again why enjoying life when I retire is more important than enjoying life now.”

### 3. Put First Things First – plan & execute the plan

- Understand what is critical and what is trivial
  - ***Keep a sense of reality***
- Understand your current commitments
- Fit ideas to complement your commitments
  - ***Keep your eye on the end point***

*“The key is not to prioritize what's on your schedule, but to schedule your priorities.”*

- Consider Plan A and Plan B (and C) which might get you to A
- Review and re-plan (there is no ‘perfect plan’)

# PERSONAL REFLECTION (INDIVIDUAL):

**DO I KNOW WHERE I AM HEADING?  
DO I NEED TO KNOW?**

e.g.

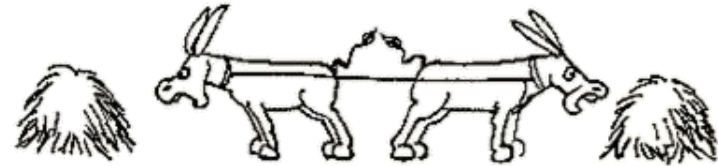
- What is the main thing for me (in work)
- What I should be focusing on as priorities
- How my 'self' is shaped by my habits and behaviours

3 mins

# Others

## 4. Think Win-Win

- Valuing others AND yourself



- Try and understand others' needs as well as your own



- How do you want to be regarded?



- Don't make a habit of burning bridges



## 5. Seek First to Understand (then be understood)

### Listen



- Practice this with colleagues
- Show interest in others and you will gain interest
- Show respect to others and you will gain respect
- Develop skills in coaching

# When you listen to others do you really...

- Attend – *be there, pay attention, body language, eye contact, avoid distractions*
- Follow – *encourage, open mind, suppress own narrative, picture what the speaker is saying, allow pauses*
- Reflect – *summarise, clarify/confirm understanding, reflect, don't impose solutions*

Get what they are saying into your head!

**REFLECTIVE DISCUSSION (pairs):**

**DO I LISTEN AND REALLY  
UNDERSTAND PEOPLE'S NEEDS?**



# Making it Happen

## 6. Synergise – teamwork and collaboration

- Actively collaborate – team skills are relevant
- Partnerships in projects can be important
- Teams and partners can influence change



## 7. Sharpen the Saw – work-life balance and renewal

- Consider how you will remain fresh on a daily, weekly, termly, annual cycle
- Keep learning by any suitable route
- Develop a full range of skills and capabilities
- Be ready for changes in the sector, your career, your life



## **REFLECTIVE DISCUSSION (pairs/threes):**

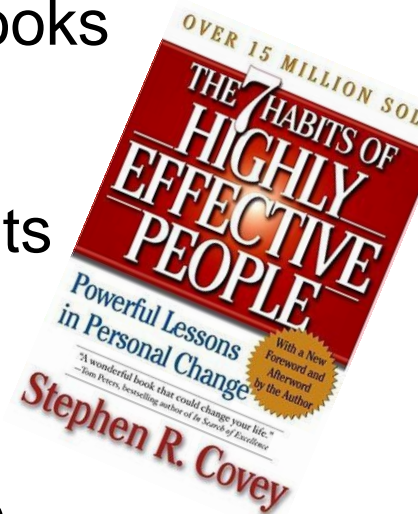
**ARE THERE ANY WORKING RELATIONSHIPS,  
COLLABORATIONS or PERSONAL  
DEVELOPMENT OPPORTUNITIES THAT I  
SHOULD CONSIDER?**

# CONCLUSION

- Take your reflections seriously
- Pick one or two you can fix (make a start on) in the next **two to three weeks**
- Read about it more – web sources or books
- Don't assume it is easy – form new habits

## Suggestion

- Be ready to check in with a colleague at the end of the month



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