



## ***David Wells***

**– Head of Pathology Services, Healthcare Sector**

### **I came on Changing Point's Personal Impact Leadership Programme because...**

- I was looking to enhance my leadership capability first and foremost. I was leading very complex teams, working across multiple sites, and I needed to make sure I was being as effective as possible within my role. I recognised that I needed to consider multiple aspects of leadership in terms of communication, analysing and changing my behaviour for better results, as well as discovering ways of influencing others. I had been in my position for a while, so I was looking for a refresh. What caught my eye specifically about Changing Point's Open Programme was the different approach to a leadership programme where senior leaders from various industries come together to bounce ideas off of each other.

### **What surprised me most about myself during the programme was...**

- For me, it was realising how analytical I can be. As I am surrounded by scientists, I just assumed that I wasn't naturally that analytical because they were all far more so than me. So, being on the course and away from my normal work surroundings gave me a completely different perspective to my way of working. Learning my leadership style was an eye opener for me as well. For example, I thought I was being much more direct and providing more clarity at work than I actually was, which was just one of the practical points I took away from my Insights Discovery personality profile. It turns out, it was my approach that needed to change in tackling some of the challenges we were facing as a team.

### **The programme opened my mind to new ways of thinking about leadership by...**

- By looking at the way in which I respond to different people, and trying to be conscious about how others work. Having some perception of other people's potential preferences and why they behave or react the way they do was really insightful for leading my teams. I discovered that by recognising their preferences and values, their needs and wants, and then changing my approach accordingly, it would actually maximise the benefits for both sides.

### **The practical tools and techniques I learned through the programme have allowed me to...**

- They have allowed me to understand how to work more effectively as a leader, and help others do the same; both with each other and within a team. I recognised that situational management is necessary, but I realised that I was previously delivering that more by trial and error. After being on the open programme, I recognised that I could get there faster and much more effectively just by using some of the tools, clues and techniques I learned. Putting these into practice showed me that where I

thought I was being very effective with certain individuals, that was only working because they had a similar personality style to me.

**What's next for me is...**

- When I started the course, I was in a completely different role. Since the programme, I have moved onto a more national and strategic role, with the chance to start delivering in a whole new way of working. So, I am looking at taking the skills I've learned and applying them in a far more strategic sense. I will now be leading large scale change, where my levers for delivering that change are more about influencing and less about management. The skills I've learned on this programme will be key to my development for this next step in my career.