

Top tips for leading without authority

1. **Create the effective team.** Be confident in your knowledge and expertise and identify, share and capitalise on the skills and experience of team members.
2. **Communicate a commitment to collegiality.** Promote opportunities to facilitate discussion and action planning. Identify formal and informal modes of communication and communicate *with* others not *to* others. Listen with respect and interest.
3. **Be inclusive.** Create an environment without blame which ensures everyone's contribution is recognised and valued. Give praise and encouragement, welcome feedback, support mentorship and promote reflective practice.
4. **Lead with enthusiasm.** Be passionate about your ideas and the ideas of others. Raising the energy in the group will help people to commit to shared goals and achieve a common purpose.
5. **Create allies not competitors.** Cultivate relationships and mediate conflict and dilemma when necessary.
6. **Lead with questions.** Use questions to remove assumptions. Questions could include; "what if...?" "have we considered...?" "what have we possibly overlooked...?"
7. **Take responsibility.** Members of the team need to be able to trust you, so be prepared to answer 'why' questions and don't be afraid to share learning from previous experiences.
8. **Develop your emotional intelligence.** Recognise and understand your own emotions and the emotions of others, to guide thinking and behaviour.
9. **Recognise the boundaries of your role.** Know when to ask for guidance from others and when to refer onwards.
10. **Build a reciprocal network of those doing the same job.** Purposeful networking provides you with opportunities to discuss good practice and challenges as they arise.

