Reading list: Building productive relationships

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Contents

1   Description

- This tailored reading list includes signposted web links, links to e-Books held by the BMA library, and journal articles on the topic of **building productive relationships** as a supplement to the Learning and Development webinar you attended on 21 September 2023.

- The selected content is representative of the current literature on this topic, inclusion on this list does not imply endorsement from the BMA.

- If you would like to request a literature search on any aspect of this topic please fill out a request form (this service is available to BMA Members only).

- This reading list prioritises online content to ensure all attendees can benefit from this supporting resource. However most full text links will be accessible to BMA Members only. Find out more about the benefits of BMA Membership and join here.

- The BMA Library prioritises an e-first approach, however if you are near BMA House in London, we have a modern, purpose-built library space where members are welcome to come and study. Find out more and see how we can help you here.

BMA

2   Obtaining full text articles

2.1.1.1   Full text links

If available, the full text link has been included.

2.1.1.2   Search for Journals

The BMA Library provides access to thousands of e-journals for all BMA members. Use our journal search or search by citation options on the library website.

2.1.1.3   Article Requests

Members can use our article request service to request digital copies of articles that are not available in our library collections. We will try to obtain these copies from other libraries in the UK on your behalf for a fee: £5.10 (+VAT) for the first ten article requests; £13 (+VAT) for all subsequent requests. To request digital copies of articles, use the order an article form on the library website (you must be signed in).

2.1.1.4   E-Books

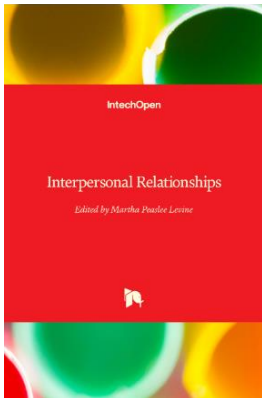We provide free, direct access to thousands of e-books for BMA members.

2.1.1.5   Further help

For any further help with getting full text articles, please contact the BMA Library Team (bma-library@bma.org.uk)

3   Results

Results

3.1   e-Books

Peaslee Levine, Martha. ***Interpersonal relationships***. IntechOpen, 2022.
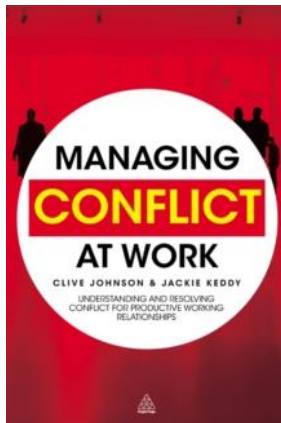
Available online here

Relationships can bring value and meaning to our lives, but, sometimes, they can have negative effects and impair our view of ourselves and others. We need to recognize skills that we can use to form closer relationships in both our professional and personal lives. This book examines interpersonal relationships from many different angles. It will allow the reader to look at relationships in new ways and, perhaps, find tools to enhance and deepen connections within their lives.

Meads, G. et al. ***The case for interprofessional collaboration: In health and social care***. Newark: John Wiley & Sons, Incorporated, 2005

Available online here

This book is designed for those in the early stages of their careers as health and social care professionals. It is also aimed at managers and educators, to guide them in commissioning and providing programmes to promote collaboration.

Johnson, C. & Keddy, J. *Managing conflict at work: understanding and resolving conflict for productive working relationships.* London: Kogan Page, 2010

Available online here

Managing Conflict at Work provides practical guidance on how to prevent, contain and resolve conflict in the workplace. It demonstrates how effective conflict management can have a powerful impact on the way organisations channel their energies; encouraging positive mindsets and building stronger and happier workforces.

3.2 Web links

BMJ Learning
Building professional relationships

Intended for early career doctors and medical students, this module examines some of the relationships you have with other professionals at work. Greater insight into the dynamics of your working relationships will give you the confidence to fit into new teams quickly and be more adaptive to others in your workplace.
Available online here

Harvard Business Review
3 traits of a strong professional relationship

Positive work relationships have three traits in common: Colleagues understand what the relevance of their relationship is; they understand whether, and why, they are transactional or transformative; and they are committed to maintaining the relationship even when they are in conflict. Thinking about these three traits can help you assess your key relationships and identify opportunities to engage and connect in ways that deliver results when needed.
Available online here

Tedx Talks
Building connections: How to be a relationship ninja

Presents the steps required to build and maintain good relationships. The presenter proposes that the breaking points in our weaker relationships are not found in the other person, or even in the interactions amongst us, but rather in ourselves.
Available online here

Big Interview
How to build professional relationships

Professional relationships are vital to the stability of your career. Having good professional relationships meets our needs for social interaction. It could make your work environment (and even your work) more enjoyable. Having said that, it is not always clear how to build relationships at work. Read on to find out how to build professional relationships, how to maintain them, and how to fix them if something went wrong between you and a colleague.
Available online here

Barclays Life Skills
Developing professional relationships & workplace connections

Effective relationships at work mean you're all more likely to enjoy your work and outperform. With such a vast amount of time spent in the company of others, it's no wonder that meaningful relationships with your colleagues can play a key part in professional success and stability. Our tips can help you to build workplace relationships that value trust, open communication and gratitude.
Available online here

Linkedin
Relationship Building

Perspectives from experts about the questions that matter in relationship building.
Available online here

Trust Well Network
How to build professional relationships: a step-by-step guide

Having a good work relationship with colleagues can make a big difference to your job satisfaction and engagement. We explain how to build and maintain relationships in a professional capacity, increasing your work satisfaction for more pleasant and productive workdays.

Available online here

Kings Fund
Patients as partners: Building collaborative relationships among professionals, patients, carers and communities

As part of our Leadership in action series, this guide explores what helps to build collaborative relationships among health and care professionals, patients, service users, carers and communities.

Available online here

3.3   Google Scholar

intitle:("productive relationships" OR "collaborative relationships") around(2) (workplace OR colleagues) around(2) (build OR develop OR maintain) (doctors OR clinicians OR "health professionals" OR NHS)

Click link to see Google Scholar results

BMA members can follow the instructions set out in this library blog post to directly access the full text of any of the Google Scholar articles that the BMA library has a subscription to (you only need to follow these instructions once).

Please note that as Google Scholar results are ordered by relevance, the first few pages of results will be the most useful.

3.4　Journal articles

1. Lovell, T. et al. (2023)
"Fostering positive emotions, psychological well-being, and productive relationships in the intensive care unit: A before-and-after study"
Aust Crit Care. 2023 Jan; 36(1):28-34.

Click to view reference

Background: Intensive care units (ICUs) are emotionally demanding workplaces. Exposure to stress can negatively impact ICU staff members' emotional resilience, health, and capacity to provide care. Despite recognition of the benefits of promoting "healthy workplaces", there are limited interventional studies aimed at improving the well-being of ICU staff.
Aim: The aim of this study was to assess the effectiveness of a multifaceted intervention for improving well-being of staff working in a tertiary ICU.
Methods: A before-and-after interventional study was conducted over a 2-year period, between 2019 and 2021. Interventions included social activities, fitness, nutrition, and emotional support. An electronic version of the PERMA-Profiler questionnaire was used to assess the well-being of a convenience sample of ICU staff before (n = 96) and after (n = 137) the intervention. Ten focus groups (each involving 12-18 nurses) were held to explore nurses' perceptions of the intervention's effectiveness.
Results: After the intervention, a significantly greater proportion of participants described their work week as draining (32% vs 19%, $\chi 2$ = 4.4 df + 1, P = 0.03) and at least a bit harder than normal (38% vs 22%, $\chi 2$ = 6.4 df + 1, p = 0.01) compared to baseline surveys. However, well-being scores after the intervention (mean = 6.95, standard deviation = 1.28) were not statistically different (p = 0.68) from baseline scores (mean = 7.02, standard deviation = 1.29). Analysis of focus groups data revealed three key categories: boosting morale and fostering togetherness, supporting staff, and barriers to well-being.
Conclusions: After the intervention, there was a preserved level of well-being from baseline despite a statistically significant increase in staff reporting the work week as draining and at least a little bit harder than normal. These findings must be considered in light of the COVID-19 pandemic, which started after baseline data collection and continues to impact the community, including staff workload and pressures in intensive care. The study findings may inform strategies for improving ICU staff members' well-being.

2. Currie, J. & Currie, G.M. (2022)
"Emotional Intelligence and Productive Relationships with Patients and Colleagues"
Journal of Nuclear Medicine Technology. 2022, 50 (4) 357-365

Click to view reference

A higher degree of emotional intelligence among health professionals has been shown to result in better patient care and improved well-being of the health professional. For nuclear medicine, the emotional competence of staff and emotional proficiency of institutions are important expectations. Nonetheless, there is a paucity of material outlining purposeful honing of emotional intelligence, or the tools for such development, across the literature. Although the hidden curriculum provides powerful and authentic educational opportunities, incidental or accidental (organic) capability development does not benefit overall professionalism. Deliberate curricula can

be achieved through a scaffold of emotional training and immersion programs that allow the nuclear medicine student or practitioner to recognize and foster emotionally safe environments. This requires careful planning to drive the emotional intelligence pipeline. Central to this is an understanding of learning taxonomies. There remain substantial gaps between the most and least emotionally insightful that could be addressed by rich immersive activities targeting emotional proficiency among students and the graduate workforce.

3. King, N. et al. (2017)
""Go Make Your Face Known": Collaborative Working through the Lens of Personal Relationships"
Int J Integr Care. 2017 Aug 10;17(4):3.

[Click to view reference](#)

Background: Collaborative working between professionals is a key component of integrated care. The academic literature on it largely focuses either on integration between health and social care or on the dynamics of power and identity between doctors and nurses. With the proliferation and extension of nursing roles, there is a need to examine collaborative working amongst different types of nurses.
Method: This study explored experiences of collaborative working amongst generalist and specialist nurses, in community and acute settings. We carried out semi-structured interviews, incorporating the Pictor technique, with 45 nurses, plus 33 other key stakeholders. Transcripts were analysed using Template Analysis. This article focuses on one major thematic area that emerged from the analysis: the significance of interpersonal relationships amongst nurses, and between them and other professionals, patients and carers.
Results: Relationship issues were ubiquitous in participants' accounts of collaborative working. Good personal relationships facilitated collaboration; face-to-face interaction was especially valued. Relationships were recognized as requiring effort, especially in new roles. Organisational changes could disrupt productive personal networks.
Conclusion: Relationship issues are integral to successful collaborative working. Policy and practice leaders must take this into account in future service developments. Further research into collaborative relationships in different settings is needed.