



Clinical and Medical Leadership Programme Overview



*Telford and Wrekin
Clinical Commissioning Group*



*Shropshire
Clinical Commissioning Group*



by
Leading Beyond

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*"If you want one year of prosperity, grow seeds,
If you want ten years of prosperity, grow trees,
If you want one hundred years of prosperity, grow people"
Chinese proverb*

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Preamble

This document gives an overview of the award winning Leadership Development Programme, running from November 2016 to September 2017. The programme includes learning through 360-degree feedback, workshops with your peers, real work-based projects, coaching and action learning.

You will find more detail on our approach to developing leaders, and the kinds of skills, tools and strategies that you will master during the programme.

"The programme has been inspirational and transformational, allowing me to explore my innate leadership skills in a safe but challenging environment and then develop them in a tangible way. This has had considerable impact on my work as a clinician, educator and manager as I have been much more receptive to others, and have been able to support them with objective benefits. The support offered by the group members and leaders has been exceptional." *Participant comment 2015*

"Do this course! Valuable for doctors of all levels and to non-medical professionals including managers. In fact, the mix of professionals backgrounds has been a great advantage" *Participant comment 2014*

Developing Leaders Worldwide!

Leading Beyond has a global reputation in developing leaders and managers in a wide variety of organisations - large and small – and have been working with Telford and Wrekin and Shropshire County PCTs/CCGs over the past 8 years, and with HEWM since 2015. In 2014 the programme was awarded the West Midlands Gold Award, with HEWM's Lynda Austin saying, *"The relevance of the course and academic rigour underpinning it was particularly commended by the Panel as was the impact of the programme on participants."*

We design integrated programmes, rather than just stand-alone training courses. Any leadership intervention we provide is likely to include these elements:

Alignment with your own Leadership Competency Framework

The Leadership Development Programme aligns with the NHS Healthcare Leadership Model.

360-degree feedback

We firmly believe that a substantial part of being a great leader is self-awareness. To this end, we encourage using 360-degree surveys.

Prior to the programme, 360-degree feedback can be collected using a web-based questionnaire. We provide you with a detailed personal profile on the first morning of the Leadership Programme, based on the responses from the people who know you best.

Designed around your needs – with high impact, brain – friendly workshops

We explore best practice in transformational leadership in brain friendly learning format leaving the rest of the time for activities designed to help you integrate and apply the learning in your unique context.

We'll recommend activities and strategies depending on your specific personal development plans, and arising from 360-degree feedback results.

Programme Focus

The main focus of the programme is on developing **you** as a leader. It's not about management, or the typical day-to-day practices which go with managing and keeping abreast of corporate strategies and procedures. It's much more about an inner exploration, which as you develop, enables you to enact so many of the typical external tasks leaders often face with a newfound ease.

The focus is very much on you, your needs, and your 360-degree feedback results, which assess you against the 5 practices of transformational leaders:

Challenge the Process
Inspire a Shared Vision
Enable Others to Act
Model the Way and
Encourage the Heart

There's a great deal of flexibility in the content, dependent on needs, but typical areas we cover include:

- You as a leader
- Making service and process improvements, with the full engagement of your people
- Getting the best out of the people around you - including you!
- Vision and values
- Increasing your impact
- Making it easier for people to do their work
- Influencing
- Creating a collaborative leadership community
- Delivery of a project

When asked, "How does it differ from other courses or programmes you've been on?" this is what participants have said:

"Completely different - more engaging, practical and life changing"

"This course is by far the most comfortable and applicable. The opportunities to test ideas and feelings in a safe environment were wonderful"

"No comparison!"

"Completely different approach. Much more supportive, nurturing learning environment"

The programme also focuses on developing a local leadership community, so you can continue to learn and grow as a leader once the programme finished. After all, developing as a leader is an on-going journey, and the more you can build your network, the more opportunities you have to continue to grow.

To help with meeting specific needs we frequently include choice workshops. Please see the next page for examples.

"Don't hesitate just do it. Even if you're a skeptic, you'll amaze yourself with what you'll learn and how you feel. A most positive learning experience."

Participant comment 2014

"If you are willing to commit time and energy, willing to engage with others and willing to apply your new skills, you might find you can change the world around you."

Participant comment 2016

In the choice workshops, you will learn how to apply the latest, leading-edge strategies used by outstanding leaders across the globe.

Examples of choice workshops that are popularly chosen are:

- Understanding where experience comes from, and the empowerment that this creates
- Creating the Future Perfect – engaging your team in the vision and strategy
- How to create real and lasting commitment and motivation in your team - even during the tough times
- How to create crystal-clear and compelling outcomes for yourself and your team
- How to build rapport with anybody – fast
- How to influence people - even those who are very different from you
- How to turn around conflict
- How to enhance and harness creativity – in yourself and others
- How to identify limiting beliefs that are holding you back - and transform the way that you work (and live!)
- How to become a magical coach for your people
- Developing your punch, presence and power in meetings or presentations

Real work based projects

During the workshop, we will encourage you to identify a project that would benefit both yourself and the organisation you work for. By working on such projects you can truly embed the learning **and** achieve measurable results for your organisation.

Coaching

121 Coaching will be incorporated as an integral part of the programme. This is a great opportunity to work on the issues that matter to you most in a confidential, supportive yet challenging coaching environment.

Action Learning Sets

We will use Action Learning Sets as an integral part of the programme. This is where you will explore and resolve the challenges of today and tomorrow with a small group of your peers, and a facilitator.

What Your Colleagues Say

Delightful! Inspiring! Make the most of this experience – it will change you regardless – but the more you put in, the greater the impact.

You must do this course, your life will be impoverished if you don't; it is life-changing. Thank you!!

Shift gear, raise your game and be inspired to achieve at a new level.

Until you do it you don't know what's in store for you!

Inspiring. Revealing. Confidence building.

Be prepared for much more than a leadership course: it's a lot more!



Developing Leaders

- ❑ Our focus is on **Transformational Leadership** – as distinct from transactional management. We develop leaders who engage people, and take them somewhere different and better – rather than just managing the status quo.

“Inventories can be managed. People must be led”

- ❑ Workshops should be supported by **non-classroom based learning methods**, such as real projects, action learning sets, individual stretch tasks, personal development plans and coaching
- ❑ **Brain friendly learning format.** This is not a traditional instructor-led course. It is the very antithesis of “chalk and talk” or “death by PowerPoint”. Based on the five principles of:
 - Keep it Real
 - Creation not just consumption
 - Honour Uniqueness
 - Make it rich and multi-sensory
 - State is Everything
- ❑ More of a **personal development** focus than traditional management development programmes – exploring the “leader within”, and the identity, beliefs and capability to fully engage self and others.
- ❑ **Choice workshops** – we focus on developing the skills identified by individual leaders – the things that they believe will make the most difference – supported by 360-degree feedback. We celebrate uniqueness and diversity. Not a one-size fits all approach.

We look forward to the possibility of working with you!

Theoretical Underpinnings

The programme will be underpinned by your NHS Healthcare Leadership Model, combined with the most widely researched Leadership model in the world: Kouzes & Posner's Five Leadership Practices. These two frameworks align extremely well. The Kouzes and Posner model is described in more detail overleaf.



Kouzes & Posner Five Transformational Leadership Practices

Why Leadership? Why now?

We are in the midst of profound and revolutionary changes in the way we live and work. Intense global competition, the explosion in information and information technology, and the demand for split-second responsiveness and flexibility have put incredible pressures on organisation. In order to survive, companies must be able to mobilise all their resources. They must call on each employee to engage and participate fully.

The ability to motivate people to give their all is leadership.

Leadership can make the critical difference. According to Jim Kouzes and Barry Posner, who have studied more than 50,000 leaders, these skills improve morale and productivity. Leaders who display these behaviours are perceived by others to be more effective:

- they have higher credibility - to win over the cynics
- they are better at meeting job demands
- they are better at representing their teams to higher management
- their teams perform better

Anyone can take the helm in calm seas. In times of turbulence, chaos, change - we need transformational leaders to guide organisations through the stormy seas.

How do you get other people to follow you, especially when you strike out across unknown territory? How do you enlist other people, by free choice, to move forward together towards a common goal? Just how do you get others to **want** to do things?

Kouzes and Posner reviewed hundreds of case studies, analysed thousands of survey questionnaires, and interviewed hundreds of executives about their personal bests, and interviewed thousands of followers to find out what exemplary leaders did that made the difference.

They were able to identify five practices common to most extraordinary leadership achievements.

When leaders are at their best, they:

**Challenge the Process
Inspire a Shared Vision
Enable Others to Act
Model the Way and
Encourage the Heart**



"Put yourself forward for the course as the rewards are immeasurable and the support is superb."

Telford and Wrekin Leader 2015

Verbatim Reactions from previous Telford & Wrekin and Shropshire County Leaders...

What would you capture on this one piece of paper?

"Inspiring! Very much a learner led experience. I have watched myself and the rest of the group grow over the last few learning events."

"Take the opportunity to do this – you will learn so much about yourself, and be more effective as a result"

"The sessions and the LPI feedback have given me a surprising insight into the effect my behaviours have on other people – and I shall go away with a commitment to listen to and value the contribution of others in my work. I am very hopeful that I shall be able to be much more effective with my team and others I relate to. Thanks to Jo for making this happen!"

"I really enjoy these sessions. I feel challenged but more confident in my abilities to lead. I am feeling pushed into a situation where I have to take control of more of how I work and function, and now I really want to change. I feel very supported by the great members of the team and Kim. Can we do it? Yes we can!"

"I feel enthused and encouraged and lucky. I want this for all my circle of contacts! And on a regular basis. I will try to hold on to this state to make it a reality when the grind wants to take over"

"A sense of empowerment – I CAN do this leadership stuff!"

"An incredible two days. I am feeling so much more confident in my role as a leader."

"Just do it, you will never look back! It is inspiring and has changed me."

"If you get the opportunity to do this – embrace it. It will be one of the most rewarding ways of spending time that you will ever find."

Delighted Clients

“Applicable to all aspects of my work, not specific to just one situation; flexible and driven by learner needs”

“Going on this course will make you realise that “impossible is nothing”!!”

Telford and Wrekin and Shropshire County Leaders

Recent clients include:

Robert Jones and Agnes Hunt Hospital

World Health Organisation

EDF Energy

Farnborough International

ADS

International Organisation for Migration

Lorensbergs

Merlin Entertainments Group

Motorola Solutions

RNLI

Standard Life

Telford and Wrekin CCG

“I feel hugely inspired by what we have done over the last two days – and feel better equipped to rise to the challenges that the future is undoubtedly going to throw at me. I intend to make regular use of the tips on building emotional resilience. I am keen to make full use of the support group.”

Telford and Wrekin Leader