



# Senior Leadership Development Programme Prospectus 2019

The Staff College: Leadership in Healthcare

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## Forewords

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"In 2010, I was approached by the late Professor Aidan Halligan to help him set about forming the NHS Staff College to be a home of leadership development for the NHS. Aidan believed that the quality of care for patients was inextricably linked to the quality of leadership demonstrated by those involved in providing that care.

Inspired by his recent visit to the Field Hospital at Camp Bastion, in Afghanistan, at the peak of the conflict, Aidan realised the benefits of the military's systemic approach to the leadership development of its people, at all stages of their careers. As a doctor, he recognised any initiative to support leadership development within the NHS must involve clinicians and those with an acute understanding of the complex challenges faced within the NHS. As such, he brought together a unique faculty of experienced leaders from health, the military, business and education to develop the experiential, potent and personal approach to leadership development that we are now renowned for.

Following Aidan's untimely death in 2015, we took the brave decision to incorporate as an independent charity, The Staff College: Leadership in Healthcare, in order to support the development of better healthcare leaders nationally and growing our remit to support healthcare leaders working in the community as well as in primary care and acute settings."



**Brigadier John Wardle OBE DL**  
**Chairman, Staff College**

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"Thank you, firstly, for taking an interest in The Staff College: Leadership in Healthcare and our unique approach to developing leaders. What's inspired you to get this far is interesting in itself.

People put themselves forward for the Senior Leadership Development Programme for all manner of reasons, often they're thinking about the future and are wondering whether they're ready for a step up into a more formal leadership role, others are already in formal leadership roles and are grappling with the paradoxes that leadership throws up. Others may just want to learn more in order lead their current services and teams to greater effect.

Whatever the reason, the decision to invest your time and effort into developing yourself is an important one and one that could have a profound influence on your future, both professionally and personally. We know that our approach helps individuals who are truly interested in developing themselves, to make significant differences to how they lead themselves and others. Our programmes aren't a box-ticking exercise. True development isn't necessarily easy or comfortable, but for those prepared to open themselves up to the feedback of their peers and develop their own reflective practices will find the personal value far outweighs the effort.

I hope that the next few pages will explain a bit more about our approach and how what we offer differs from other programmes that are available to you. But, if this has sparked an interest and you want to find out more, please do get in contact with me or the team."



**Charlie Brown**  
**CEO, Staff College**

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## ***The Staff College: Leadership in Healthcare - Introduction***

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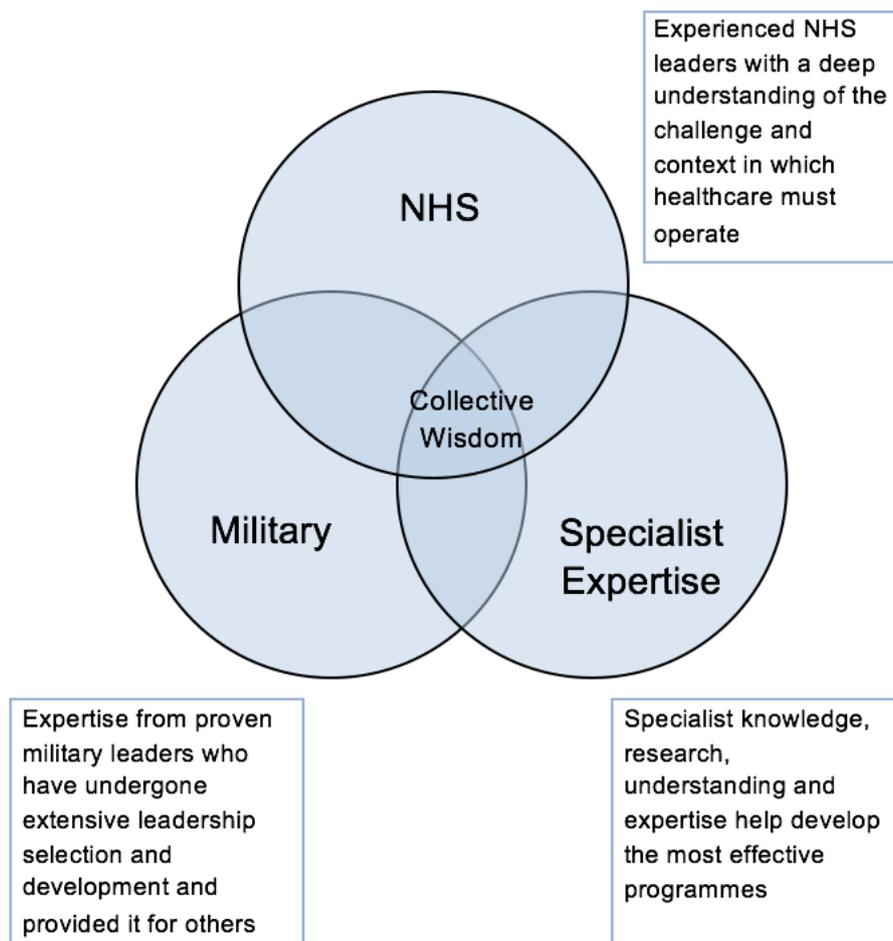
We are a national charity with a mission to improve the quality of care for patients through the development of effective leaders within the health and care community.

We deliver a wide range of experiential programmes for individuals to further develop their personal leadership and capacity to lead others. We provide a challenging, demanding, safe and fun environment in which individual's insights are developed, personal capabilities are enhanced and leadership potential and skills optimised.

Using our unique approach to leadership development we deliver a wide range of leadership development programmes for individuals, teams, Boards, organisations and systems within healthcare.

Since starting in 2010, we have delivered leadership development programmes for over 2700 leaders, from undergraduates to CEOs to individuals from over 100 organisations.

Our faculty of senior leaders have led large, complex organisations within health, the military, business and education. Together they have a rich collective wisdom on the development of leaders.



“Leadership is simply the direction of moral courage” – Prof Aidan Halligan

## Our approach

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At Staff College, people often talk about the fact that we're a bit different. While we remain agnostic about styles of leadership and leadership theory, instead believing that leadership is all about context, we have some guiding principles that inform our approach and ensures that our programmes are potent, engaging and valuable.

### Focus on awareness

At the heart of our approach is our belief in the profound importance of people. Leadership is all about the quality of relationships that leaders have with others. As such, our focus is on awareness raising as a route to developing greater self and social awareness. We help individuals to understand their assumptions, patterns and triggers. Once they can learn to notice these, they can begin to manage themselves better in difficult moments. Ultimately this is the foundation of individual becoming better versions of themselves and building better relationships with others.

### The power of groups and feedback

We use the power of small group working to provide a safe space for individuals to learn about themselves. Feedback is triangulated through the use of formal video reviews, so that individuals can see for themselves how they're seen by others, peer to peer feedback and faculty led feedback. Individuals develop their own ability to give and receive feedback as a foundation for continuous learning.

### Experiential learning

We believe that individuals learn through experience, rather than by being 'taught.' As such, programmes provide a range of challenging experiences for individuals, testing the abilities that effective leaders need to have and providing the opportunity for reflection and review, helping individuals understand their strengths and weaknesses.

Support and challenge

We recognise the significant difficulties leaders in healthcare face. As such we balance our support and empathy for the complexity they face and their personal vulnerabilities with a level of challenge and provocation that pushes leaders to take responsibility for their actions. This sensitive challenge helps individuals grow their confidence and find the courage to step up and take on roles and responsibilities they wouldn't have done before.

Strategic thinking and changing mind-sets

We encourage leaders to step back and take a more strategic view of their current context. Leaders are often so caught up in the day to day fire-fighting that they lose sight of the bigger picture and as such, there can be a lack of forward thinking and planning. To take this step requires a significant mind-set shift for individuals and our searching testing of individuals assumptions and thinking about leadership helps them to start to think differently.



## Senior Leadership Development Programme: Introduction

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The Senior Leadership Development Programme is our flag-ship programme. It is open to all senior leaders working within health, with cohorts generally formed of individuals from a variety of clinical and non-clinical backgrounds and from different organisations.

Individuals can apply to join the open modules throughout the year. Currently, we run two sets of modules per year, all hosted in London at the National Council Voluntary Organisations, near Kings Cross.

**Course Aim:** to make you a better leader and know what being a better leader means

**In order to:** ensure that the way you lead the delivery of healthcare is of the highest quality.

The programme consists of three stand-alone, three-day long modules. Each module builds on the last and there is a rationale to attending them in order. However, you can choose to attend a single module, attend them consecutively or in an order that suits you. You can spread out your attendance over as many years as suits your development needs and meets the practical challenges of taking study leave.

	Senior Leadership Development programme		
	Leading Self	Leading Others	Leading Systems
<b>Aim</b>	To develop a deeper awareness and accountability for managing your emotions, behaviours and assumptions.	To develop your ability to influence and be informed by others.	To understand the nature of healthcare systems and to develop your own intuitive abilities to recognise patterns and appropriate points of intervention.
<b>In order to</b>	Make leadership actions based on informed choices rather than unconscious habit.	Be a more effective leader of teams and groups.	Move from managing the consequences of systems to actually improving them.
<b>Duration</b>	3-days	3-days	3-days
<b>Cost</b>	£1,500 excluding VAT	£1,500 excluding VAT	£1,500 excluding VAT

*"The process over the three modules helped me grasp that leadership in itself is a task; it's not just an additional thing to do on top of my day job. I feel I own that leadership more now and believe that my task is to be a leader and empower others to do the day to day tasks, without the need to dive in."*

Clinical Lead for Children and Adolescent's Mental Health Services and Consultant Child and Adolescent Psychiatrist, Whittington Hospital post attending all 3 modules 2017

## Senior Leadership Development Programme: Leading Self

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Our first module focusses on developing your self-awareness, self-management and ability to lead yourself.

**Module aim:** To develop a deeper awareness and accountability for managing your emotions, behaviours and assumptions.

**In order to:** Make leadership actions based on informed choices rather than unconscious habit

**Learning outcomes:**

- Understand your personal leadership context and challenges within the healthcare system.
- Become aware of personal values, principles and assumptions.
- Notice how you manage your behaviours in group situations.
- Gain awareness of how personal traits can influence performance of self and team.
- Begin to develop your personal reflective practice.

*"Many thanks to you and the rest of the Staff College team – for a really powerful few days. More personally challenging, and personally rewarding than many/any other courses I have been on. The real validity of the course came home to me when the last feedback session with my peers (none of whom I had met until the course began) identified behaviour patterns that I should focus on for improvement that match the traits I am keen to work on, but had not overtly disclosed as such – a long-winded way of saying they got to know me!"*

Infectious Diseases & Microbiology Consultant, Acute Hospital Trust,  
post attending Leading Self, October 2018



## ***Senior Leadership Development Programme: Leading Others***

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Our second module builds on the self-awareness developed in the first module, to start looking more at awareness of others, team and group dynamics and effectively leading others.

**Module aim:** To develop your ability to influence and be informed by others.

**In order to:** Be a more effective leader of teams and groups.

**Learning outcomes:**

- Gain greater understanding of your own leadership context and challenges within the healthcare system.
- Understand roles: leader, deputies and followers.
- Deeper awareness of presence – how personal traits impact or fail to impact on the performance of self and team.
- Notice the nature of key intra-team relationships.
- Understand the dynamic demands of task, team and individual priorities.
- Further develop your personal leadership strategy.

*"Thank you and my sincere thanks to the faculty. Last week's course was excellent, really outstanding. Personally, I felt that it really built on the previous work with the Staff College at Shrivenham and I am already looking to complete at least one more module next year. I think that the strengths of the course are the structure - highly interactive, minimally didactic - and the ability of the faculty to really push and get the most out of the delegates in their cohorts. From my perspective the Staff College is not for people who are looking to 'tick a box' but is a must for people genuinely seeking to develop as leaders.*

Consultant Gastroenterologist, Acute Hospital Trust, and Regional Clinical Director NHS Improvement post attending Leading Others, Nov 2018

*"These 3 days have been the best developmental days of my career! I've learnt so much about myself and should benefit from this within the NHS leadership structure!"*

Excerpt from evaluation form post Leading Others, Nov 2018

*"Beautifully crafted to allow us to explore our leadership skills – the right balance of exposure/complexity with quality feedback."*

Excerpt from evaluation form post Leading Others, Nov 2018

*"Challenging but supportive. Great structure to the three days with opportunities to translate exercises to 'real life.' Great to have space to reflect on own traits, skills and areas for development."*

Excerpt from evaluation form post Leading Others, Nov 2018

## ***Senior Leadership Development Programme: Leading Systems***

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Our final module builds on the earlier two but looks at leading across boundaries, within our wider systems and explores the notion of developing influence. With the growing move towards collaborative and co-operative leadership, it explores the impact of leading without formal positions of authority and helps individuals galvanise their thinking about how to lead the changes they want to see in their own systems.

**Module aim:** To understand the nature of healthcare systems and to develop your own intuitive abilities to recognise patterns and appropriate points of intervention.

**In order to:** Move from managing the consequences of systems to actually improving them.

**Learning outcomes:**

- Gain greater understanding of your own leadership context and challenges within the healthcare system.
- Understand roles: leader, deputies and followers.
- Deeper awareness of presence – how personal traits impact or fail to impact on the performance of self and team.
- Notice the nature of key intra-team relationships.
- Understand the dynamic demands of task, team and individual priorities.
- Further develop your personal leadership strategy.

*"I have been able to develop a clear and coherent strategy for the next stage of development of my service, aligning it with organizational direction."*

Excerpt from evaluation form post Leading Systems, Dec 2017

*"If you are a leader who is engaged in challenging yourself and improving and understanding systems you should definitely attend this course."*

Excerpt from evaluation form post Leading Systems, Dec 2018

*"Really built on self-awareness first two modules built. It was very different and excellent – it has really challenged me."*

*Excerpt from evaluation form post Leading Systems Dec 2018*

*"Very well produced, thought-provoking programme with really engaging and diverse set of delegates."*

*Excerpt from evaluation form post Leading Systems Dec 2018*

## ***Impact of programme***

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At Staff College, we believe passionately in the development of healthcare leaders at all stages within their careers. For us, not only is our work about supporting individuals to find the moral courage to do the right thing on a difficult day, but it's also about seeing the direct impact that all leaders in healthcare can have on the quality of care for patients.

We can demonstrate an impact from the Senior Leadership Development Programme in three distinct ways.

### ***Confidence in abilities***

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At the beginning of each individual module, participants are asked to self-assess their confidence levels against the learning outcomes of the course. At the end, we ask them to assess their confidence levels against these again.

Over our first set of modules, 93.7% of those who attended were very confident or confident in their abilities against the learning objectives after attending modules, as opposed to just 42% who were before attending.

### ***Progress towards goals***

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At the application stage, we ask all applicants to consider up to three personal, organisational and clinical goals that they want to work towards. At the end of each module we ask them to consider whether what they've learnt has helped them to make progress against these.

Over our first set of modules:

- 83% of members felt they had achieved their personal goals or made progress towards them during the course. The remaining 17% didn't provide a response to this question.
- 85% of members felt they had achieved their organisational goals or made progress towards them. 13% didn't provide a response and 2% felt it was too early to tell.
- 65% of members felt they had achieved their clinical goals or made progress towards them. 2% felt it was too early to tell, 5% said this was not applicable and the remaining 28% didn't provide a response.

### ***Case studies***

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We follow up with many of our members at least six months after attending programmes to hear their stories of how they've used what they've learnt to lead changes in their services and to improve the quality of care for patients. You can read the incredible stories of these individuals in our case study section on our [impact page](#).

### ***Overall programme ratings***

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Over our first set of modules:

- 88% of those who attended rated the programme as excellent with 12% rating it as good.
  - 95% said they would definitely recommend it to others with 5% saying they probably would.
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## Upcoming course dates

<b>Module</b>	<b>Date</b>	<b>Application Deadline</b>
Leading Self	13-15 Mar 2019	18 Jan 2019
Leading Others	15-17 May 2019	22 Mar 2019
Leading Systems	10-12 July 2019	20 May 2019
Leading Self	18-20 Sep 2019	22 July 2019
Leading Others	13-15 Nov 2019	23 Sep 2019
Leading Systems	11-13 Dec 2019	18 Oct 2019

## Venue

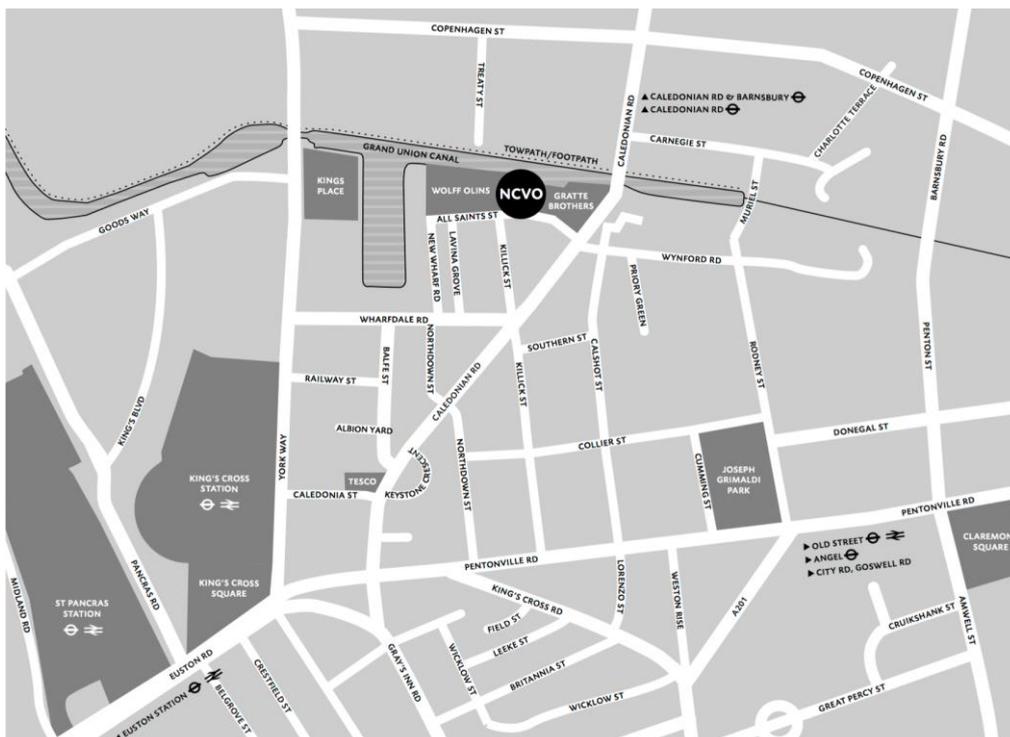
All modules advertised will be taking place in London at the below address.

### Address:

National Council for Voluntary Organisations,  
Society Building  
8 All Saints Street  
London  
N1 9RL

### Nearest train stations:

Kings Cross and St Pancras are a 10 minute walk.



## ***How to apply***

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### ***Entry criteria***

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This programme is for senior leaders. While there are no absolute entry criteria the below is a general guide to the expected audience:

- Consultant grade doctors and above
- GPs
- Senior nurses, band 8a and above
- Senior managers, band 8a and above
- Senior allied health professionals, band 8a and above

Our Leading Systems module is aimed at those in positions, or who aspire to move into positions, where they need to lead across organisations.

### ***Application process***

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To apply you will need to complete an application form. This can be requested by contacting the team, or by downloading it from our [website](#).

Completed applications must be received prior to the application deadline. You must include a method of payment for the course fees on the application form. It is advised that applicants book their study leave when they apply.

All applications will be reviewed following the application deadline date. Applications will be accepted from those that meet the entry criteria. Places will be confirmed in writing at this point.

Where an applicant does not meet the entry criteria we will review their application on an individual basis. If we have reason to be concerned about an individual's ability to attend we will speak to the applicant about this.

Our courses will run only when we have enough candidates to fill a course. We will cancel a course where reduced numbers may have a detrimental impact on the quality of the course, or should we not receive enough applications to make a course financially feasible. If we cancel a course we will provide as much notice as possible to those that have applied.

### ***Commitment***

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We expect that you will commit to being present at all sessions within a course. Courses are full on and breaks are used as a useful period of reflection and bonding with other members. We don't advise booking work calls etc in within the breaks.

We do understand that the nature of working within healthcare (and life generally) can mean that for unforeseeable circumstances there may be times when you have to miss a part of a course. In such circumstances, we will do our best to accommodate you and try to bring you up to speed with the sessions you might have missed.

### ***Special requirements***

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Our courses are delivered in accessible venues. If you have any special requirements, please contact the team as soon as possible and we will do everything we can to ensure that accessibility and other needs are met.

### ***Payment of course fees***

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Normally, you will need to seek the support of your organisation to cover your course fees in order to attend. Invoices for course fees will be sent once your place on the course has been confirmed, but not before.

Courses fees will need to be paid in full prior to the commencement of the first day of the course. It is your responsibility to ensure that the fees are paid in time.

If you can't secure the support of your organisation to fund your place, we do accept applications from self-funders. Please consider first though that you will be liable for the amount.

### ***Cancellation of places***

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We understand that sometimes circumstances in life change and you may need to cancel your place on a course. Please contact the team as early as possible to advise them should you need to do so.

The latest date for cancelling your place and receiving a full refund is four weeks prior to the first day of the course. Cancellations after this time will still be charged and incur the full course fees.

## Contact us

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To find out more about our history, the organisations we work with, the impact our work has had for those we've supported and to find out more about the people involved in developing programmes and governing the charity, or anything else you can think of, our website is full of useful information.

However, if you have questions about whether the programmes might be right for you, right now, or just want to find out more by talking to a real person, then please get in touch with us at any of the below options and we'd be more than happy to make time to talk to you.

**Website:** [www.staffcollege.org](http://www.staffcollege.org)

### Contact details:

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