

## Case Study

### Introduction

Kate Petts is Deputy Director of Strategy at University College London Hospitals NHS Foundation Trust (UCLH). She attended Staff College's Senior Leadership Course first modules in 2015 before coming back to complete the Senior Leadership Development Programme, Leading Others and Leading Systems modules of the new programme in 2017, whilst Deputy Divisional Manager at UCLH.

We followed up with her six months later to find out about the impact attending the programme had on her and for her team and for her service.

### What changes have you seen within yourself as a result of attending?

*"I find myself reflecting on things I've learnt all the time. What I love is that you learn loads but you're not sitting in lectures for ages and this suits my learning style. The way the exercises and groups are structured feels a more natural way to develop relationships with others and you pick up a lot about other people through working with them on the exercises, rather than just focussing on individuals' roles.*

*I think a lot about 'higher intent' now and how I make sure I'm developing my team, are they clear on their remit and purpose and my bosses' intentions? I've used current reality/desired future a lot as a way of thinking about setting out a vision in a way that others can understand so they can buy into what I'm trying to achieve.*

*I particularly liked 'proceed until apprehended' – questioning whether and why things really need to be done and testing the boundaries of what you can do.*

*I'm much more aware of my functions and abilities now. I put more time and effort into people and building relationships with them, and have looked to build relationships with others across the Trust. I've found having these connections has made meetings much easier.*

### How did the programme help you take the step up to Deputy Director of Strategy

*"Leading Others' came at a really opportune time for me. The programme really made me think about what I enjoy and am good at and provided an opportunity to think about my career in a way I hadn't before. The feedback from the group gave me the confidence to go for this new role when it came up. My previous role had an element of strategy within it but it was more operationally focussed. The feedback I had during the programme was that I was a good problem solver and it made me think differently about how I am, and made me feel I really could do this."*

### Difference for my team

*"I've spent more time thinking about how I manage people. I always have aimed to manage people as individuals, but now I'm really thinking about how to do this and take into account*

*team member's different personalities and capability, ensuring they all work to a common purpose. The difference in how I manage them led to changes within the service as a result.*

*Since coming back from the modules, I've talked loads to my teams about what I've learnt. I also encouraged my general managers to go on – one of whom completed the modules and has used it to progress to a more senior post in another hospital.”*

### **What changes have you seen within your services as a result?**

*In the service I was leading prior to my new role there had been a significant service development that over the course of about 5 years had been talked about but for one reason or another not been implemented. This was about clinicians working differently to meet both national guidelines and provide a safer service for patients. Everyone had agreed that we needed to meet these standards but we were having real problems starting it as it meant a significant change in their day to day working pattern including increased weekend work*

*The programme helped me think differently about how to approach those involved and begin to make progress. I went back to them with a clearer idea of how we needed to implement these changes and I was more open about the issues. I listened to their concerns but felt more able to challenge them as the concerns raised weren't about the quality of the service provided, but about individual's own preferences for not working weekends.*

*I developed a new small team, bringing together those who actively supported this change as well as some of those who were wavering in the middle ground; just a few people who could work on this without the need for 20 different views. I tried different approaches with the active opposers but didn't waste too much of my time working on them. I accepted we wouldn't find a perfect solution but looked to find ways of encouraging individuals to engage, finding carrots rather than sticks.*

*An agreement was reached and the new rota started. This whole process took about 6 months to implement following 5 years of inertia, ensuring patients get cared for safely and consistently at all times by senior clinicians.*

### **How have you used what you've learnt to help develop others?**

*“My group from Leading Others formed an Action Learning Set and continue to meet monthly to discuss a particular challenge or problem we have. That support for each other has really helped all of us, particularly at some difficult moments.*

*I also now mentor a Consultant Lead in another Trust. The opportunity to share some of my knowledge and experience to help someone else is really valuable and I've learn a lot from the experience too.”*