Course information and 2020 dates

Modules run throughout the year in London and are open to multi-disciplinary and multi-organisation cohorts. Individuals can choose to attend a single module, all three, and can spread their attendance out over several years, depending on their personal development needs. Each 3-day module costs £1,500.

Module	Date	Venue	Application Deadline
Leading Self	18-20 Mar 2020	London	24 Jan 2020
Leading Others	20-22 May 2020	London	30 Mar 2020
Leading Systems	15-17 July 2020	London	26 May 2020
Leading Self	9-11 Sep 2020	London	20 July 2020
Leading Others	4-6 Nov 2020	London	14 Sep 2020
Leading Systems	9-11 Dec 2020	London	19 Oct 2020

Entry criteria

Whilst there are no absolute entry criteria to attend our modules or senior leaders, 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

Faculty of
Medical Leadership
and Management

FMLM *Accredited*

Level of challenge and support

We recognise the significant difficulties leaders in health face. As such, we balance our empathy for the complexity they face and their personal vulnerabilities with a level of challenge and provocation that encourages leaders to take responsibility for their behaviour, actions and choices. This sensitive challenge is personally demanding and leaders can find receiving feedback from peers an emotional experience. Support is no hand through the faculty throughout the programme.

Contact us! Find out more

info@staffcollege.org   020 7936 9341   www.staffcollege.org

The Staff College
Leadership in Healthcare

The Senior Leadership Development Programme

The transition into senior leadership roles within healthcare can be difficult for even the most competent leaders. There is often a lack of clarity around what is expected of them, support from above, time to develop new skills and to reflect on how they're coping. These are exacerbated with the challenges of leading busy departments, struggling with rising demands and staff shortages which can leave leaders feeling over-whelmed and unsure of how to lead their teams.

The Senior Leadership Development Programme is an experiential, behavioural focussed programme that helps leaders to develop their awareness of themselves, impact on others, and influence and awareness of their wider system to help them become better leaders.

What can you expect from attending?

Throughout the programme leaders are introduced to some key theoretical concepts that can help to frame their thinking about leadership. However, theory is kept to a minimum. Leaders will find themselves working in small groups through team exercises to develop their understanding of how these concepts apply to their own context. These exercises are often filmed, followed by a video review. Which allows leaders to see objectively how the group worked together, to reflect on their own behaviour and understand how this has impacted on others.

There is a strong focus throughout on developing the ability to give and receive feedback. Formal feedback sessions and peer reviews help individuals to better understand their influence and impact on others. These, along with introspection enable leaders to identify their strengths and areas for development.

> *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

Leading Self

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.

> *I have not felt as invigorated or as challenged in a long time. I feel I have been shown important aspects of myself and given tools to improve.*
> Attended Leading Self, October 2018

Leading Others

Aim: To develop your influence and to notice more fully and respond appropriately to the influence of others in teams and/or group settings.

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

Learning Outcomes
- Develop greater understanding of your own leadership context and challenges within your healthcare system.
- More fully understand the roles of *Self, Leader, Deputy and Follower.*
- Deepen awareness of your presence – how it might be perceived and its impact on the performance of Self and Team.
- Understand the dynamic demands of task, team and individual priorities.
- Notice the nature of key intra-team relationships.
- Further develop your reflective practice and personal leadership strategy.
- Lead better meetings

> *Space and challenge to understand development requirements un-afforded for in the working environment.*
> Attended Leading Others, November 2018

Leading Systems

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 across healthcare systems.
- Understand how structural elements (i.e. organisational design, hierarchy, roles, workflow, policy etc.) impact behaviours and leadership.
- Identify the right culture for your system and how to promote it.
- Map the key local, regional and national relationships needed and develop a personal plan for developing these.
  - Further develop your personal leadership strategy.

> *Really built on self-awareness first two modules built. It was very different and excellent - it has really challenged me.*
> Attended Leading Systems, December 2018

The impact our programme has for individuals

The key themes members that have attended our programme report are:

- Greater awareness of their emotions and the impact they behaviour has on others.
- Develop stronger relationships with others.
- Greater personal resilience.
- Greater ability to have difficult conversations and hold others to account for their performance.
- Greater ability to listen and understand things from different perspectives without feeling differing views are personal criticisms.
- Greater confidence and ability to give and receive feedback to peers and subordinates.
- More consideration of what they can do and what can be delegated to others. Focusing their energies more wisely, micro-manage less and empower their teams to do more.