



Leadership Development Programmes

Prospectus 2023

The Staff College: Leadership in Healthcare

www.staffcollege.org

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Registered charity: 1169166

Registered company: 10316815

Foreword

“Thank you for taking an interest in The Staff College: Leadership in Healthcare (known affectionately by our clients as Staff College) and our unique approach to developing leaders.

We work closely with a wide variety of healthcare organisations to co-design and deliver an expanding portfolio of bespoke leadership development programmes for senior and aspiring leaders. As well as providing a range of team development and coaching offers for leadership teams.

The 2023 prospectus shares an overview of many of the programmes we’ve developed for other healthcare organisations. We’re continually innovating and developing new programmes, along with their theoretical underpinning. These might be in response to contemporary and future leadership challenges for healthcare leaders. Or in response to the context and challenges our clients approach us about.

There are lots of things about Staff College that make us feel different to other organisations you might encounter. The next few pages will explain more about our tried and tested approach to developing better leaders. The senior leadership experience and leadership development expertise that our multi-disciplinary faculty bring. And the differences we’ve seen in leaders that have come through our programmes.

Staff College has grown from its original home at University College London Hospitals NHS Trust, to become a national charity delivering programmes for leaders in all regions of England, and beyond. We’re very proud of the fact that we’ve built the organisation you see today on the back of the experience of those attending our programmes, who have chosen to ask us to come and work for them in their organisation. And through recommendation and word of mouth.

One of the things that all our clients mention is the quality of relationship that we take the time to build with them. We pride ourselves on the honesty and integrity we show in all of our dealings and it’s this openness that enables us to tackle the challenging nature of this work together.

If you’re interested in finding out more about any of the programmes included or want to talk to us about developing a bespoke programme for your local needs, please do get in contact with me or the team.”



Charlie Brown
CEO, Staff College

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Who we are

The Staff College: Leadership in Healthcare (Staff College) is a national charity that delivers a wide range of leadership development programmes and coaching offers for senior leaders and high potential aspiring leaders working in health and social care. Our practical and experiential programmes enable leaders to develop the awareness, skills and moral behaviours to enable them to lead within the increasing complexity of providing health and social care.

Our vision is to improve the quality of care and experience of those accessing health and social care services and the experience of staff providing them, through the development of better leaders.

Our mission is to develop better leaders with a strong moral compass who can contribute to developing a more caring, inclusive, equitable and responsible culture within health and social care. And to use our influence to foster greater understanding within healthcare of the need and benefits of developing better leaders, and the challenges to doing so.

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What we do

We develop and deliver three main types of programmes:

Bespoke Leadership Development Programmes

We work in collaboration with organisations and systems to co-design and deliver bespoke leadership development programmes. This enables programmes to be aligned with local and system ambitions and tailored to their specific development needs.

Bespoke Team/Board Development Programmes

We provide team leadership coaching offers that develop more effective and cohesive leadership teams and Boards. Coaching is rooted in the real work of the team. It develops individual and team awareness of process and dynamic issues in real time. This helps teams to learn to work better together in the face of complex challenges.

Senior Leadership Development Programme

Our flagship Senior Leadership Development Programme is an open programme for senior leaders (consultant grade doctors and above, GPs, band 8a and above nurses, AHPs and managers) working within the NHS.

It runs throughout the year and consists of three, three-day long modules focused on the core themes 'Leading Self,' 'Leading Others' and 'Leading Systems.' It is accredited by the Faculty of Medical Leadership and Management.

"Leadership is simply the direction of moral courage" – Prof Aidan Halligan,
Staff College Founder

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Our approach

Our proposition:

Senior leaders are required to deal with exquisitely difficult problems. These demand resilience on their part. No leader can resolve these problems on their own and so will need to build effective relationships with others in order to do so. To build personal resilience and effective relationships, leaders need to be fully aware of themselves and others.

Our approach develops leaders' self and social awareness through:

- Introducing conceptual ideas and models to develop leaders' thinking about leadership.
- Immersive simulations that enable leaders to practice working in teams through the completion of tasks that test different leadership and followership skills.
- Video reviews that provide a powerful opportunity for leaders to see themselves in action with a strong focus on learning from each experience. These help leaders to:
 - reflect on how they influenced others in the moment
 - understand how others felt about their influence and contributions
 - consider how they were influenced by others
 - recognise how individuals and the team have contributed to the success of the overall task
 - better understand their decision-making processes, motivations and assumptions
 - develop their ability to reflect and learn from experiences.
- The triangulation of feedback from video reviews, peers, faculty and individual's reflections that combine to develop a stronger foundation of individuals' awareness.
- A coaching approach that helps leaders to better understand their strengths, impact and areas for development in order to increase their influence.
- The expertise of our faculty who bring extensive leadership and coaching experience from a diverse range of sectors:
 - Experienced NHS leaders with a deep understanding of the challenge and context in which healthcare must operate;
 - Senior military leaders with experience of leading and influencing in complex situations as well as experience of developing future leaders and effective teams;
 - Leadership coaches and academics with specialist expertise to help develop the most effective programmes.

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The impact of our programmes on leaders

Our practical and experiential approach enables leaders to develop:

- Greater awareness of their leadership strengths and impact, in order to more effectively influence others.
- Greater resilience and ability to manage their behaviour under pressure and in different situations.
- Deeper ability to review and reflect, in order to learn from their experiences.
- Greater empathy and ability to build effective relationships with others.
- Increased confidence to take on new responsibilities and challenges.
- Greater understanding of the complex nature of the systems they lead in and problems they face, recognising the need to work through and with others in order to improve things.
- Greater recognition of the moral elements of leadership and comfortability making difficult decisions in order to do the 'right' thing on a difficult day.

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Our leadership development programmes overview

We deliver a wide range of leadership development programmes for senior leaders and aspiring leaders:

Systems Leadership Development Programmes

Course	Length	Outline on page:
System Leaders Development Programme	4-days	10

Senior Leadership Development Programmes

Course	Length	Outline on page:
Senior Leader Development Programme	4-days	12
Second Line Leader Development Programme	6-days	14
Senior Leadership Development Programme	9-days	17

Leadership Development Programmes for Aspiring Leaders

Course	Length	Outline on page:
Aspiring Medical Leader Development Programme for Registrars and New Consultants	3-days	18
Aspiring Medical Leader Development Programme for Registrars and New Consultants	4-days	19
Aspiring Medical Leader Development Programme for Registrars and New Consultants	5-days	21
Aspiring Leader Development Programme for Mid-Grade Leaders	3-days	23
Aspiring Leader Development Programme for Mid-Grade Leaders	4-days	25
Introduction to Leadership: Aspiring Health and Social Care Leaders Development Programme	2-days	27
Introduction to Leadership: Aspiring Primary Care Leader Development Programme	4 half-days	28
Introduction to Leadership: Aspiring Health and Social Care Leaders Development Programme	4 half-days	29

Leadership Skills Development Programmes

Course	Length	Outline on page:
Thinking Skills	1-day	30
Leading in a Crisis	1-day	31
Leading better meetings	1-day	32

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Systems Leadership Development Programmes

System Leaders Development Programme	
What:	A three-month programme for senior leaders that will help you to develop a deeper awareness of yourself, your influence and understanding of the complex systems you lead in.
Why:	To develop a cadre of senior leaders with greater agency to lead positive change within their specialty and the new integrated care architecture.
How:	<p>The programme is formed of four full-day sessions, delivered every 2-4 weeks. It is a practical leadership development programme with interactive and experiential sessions. These will provide a safe space where you can develop your awareness of your leadership styles. As leadership coaches, we will help you to develop confidence in your strengths. As well as helping you to identify areas you want to development further in. Presentations are kept short and to a minimum so expect to be actively taking part in the programme, rather than being lectured at!</p> <p>Each session will introduce core ideas with simple models that you can use to frame your thinking about leadership. A series of individual and team exercises will help you to make sense of how this idea can be applied in your leadership and complex working environment.</p> <p>Each day will have a central theme:</p> <p>Day 1: Understanding you as a leader</p> <p>Day 2: Leading through teams</p> <p>Day 3: Working with complex problems</p> <p>Day 4: Developing influence and agency in your broader system</p> <p>During the programme, we will explore:</p> <ul style="list-style-type: none"> • The need to review how we work with others, in order to improve how we work • The importance of awareness • The functional approach to leadership • The role of leadership and followership • Collaboration through dialogue • Giving and receiving feedback • Complex problems in complex adaptive systems • Leading change and innovation • Working with resistance • What are systems • Making sense of your system • Power, authority, influence and agency • Leading better meetings <p>By the end of the programme, you will have a deeper understanding of the complexity of both the problems you're working with and the system you lead in. Together with a greater understanding of your current impact as a leader, you will be better equipped to focus your</p>

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	time and energy to bring about meaningful change and further develop your influence and agency.
Where:	The programme is delivered face to face locally or virtually via Zoom or Teams.
Who:	The programme is suitable for senior leaders from any professional backgrounds who work in health and social care organisations, and are engaged in leading change or improvement across a system.

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Senior Leadership Development Programmes

Senior Leader Development Programme	
What:	A four-day programme for senior leaders that will enable you to develop a deeper awareness of yourself and your influence, lead your teams more effectively and understand how to lead and collaborate across boundaries.
Why:	To develop your awareness and confidence to lead with authenticity and empathy. With the ability to motivate your teams to deliver the best possible quality of care and experience for those who use your services.
How:	<p>The programme is formed of four full-day sessions, delivered as two separate modules, each of two days, approximately eight weeks apart.</p> <p>It is a practical leadership development programme with interactive and experiential sessions. These will provide a safe space where you can develop your awareness of your leadership styles. As leadership coaches, we will help you to develop confidence in your strengths. As well as helping you to identify areas you want to development further in. Presentations are kept short and to a minimum so expect to be actively taking part in the programme, rather than being lectured at!</p> <p>Module 1: [Days 1-2] Self-awareness</p> <p>Starting with why awareness and emotional intelligence is key to being a good leader, the first day introduces practical techniques for how to develop awareness - along with lots of opportunities for you to start developing your own awareness about how you behave and impact on others in group settings.</p> <p>On day 2, you will build on the insights gained during the first day to explore the relationships between your behaviours, personal values, assumptions, organisational values and commitment to improving equality, diversity and inclusion.</p> <p>Domains covered:</p> <ol style="list-style-type: none"> 1. Emotional intelligence, self-awareness and reflection 2. JoHari window 3. Content and process 4. Giving and receiving constructive feedback 5. Living your organisations' values 6. Behaviours for inclusion 7. Choices <p>Module 2: [Day 3] Leading and Motivating Teams</p> <p>You will develop your understanding of the tension between the demands of task, team and individual needs. You will explore some of the challenges for your own team further and consider your role as a leaders in supporting and motivating your team.</p> <p>Domains covered:</p> <ol style="list-style-type: none"> 1. Action centred leadership

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	<ul style="list-style-type: none"> 2. Leading and motivating diverse teams 3. Leading effective meetings <p>Module 2: [Day 4] Influencing Beyond My Service</p> <p>The final day will continue to build on what individuals have learnt about themselves and what changes they've started to lead for themselves and their teams. It will introduce themes to help individuals consider how to develop their influence and capacity for working at an organisational level.</p> <p>You will begin to develop your conceptual understanding of the complex nature of some of the problems you're engaged with. With greater understanding of the inter-related nature of the issues you're working with, the final day will help you to think about where you need to use your influence to collaborate with others, and communicate the need for change more effectively.</p> <p>The final afternoon provides time to consolidate members' learning, consider their next steps for their ongoing personal development and receive feedback from peers on their plans.</p> <p>Domains covered:</p> <ul style="list-style-type: none"> 1. Working with complex problems 2. Collaboration 3. Communication and influence <p>By the end of the programme, you will have a deeper awareness of yourself as a leader, greater confidence to lead your team and greater understanding of the complexity of the problems you're engaged with and different approaches you need to take for these.</p>
Where:	The programme is delivered face to face locally or virtually via Zoom or Teams.
Who:	This programme is aimed at staff from all disciplines who are line-managing first-line leaders. You are likely to be between bands 7-8c, for example a matron, a general manager, clinical lead or experienced consultant.

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Second Line Leader Development Programme

What:	A six-month programme for second line leaders in acute care where you will develop your awareness of yourself and your impact and influence in others.
Why:	<p>With the challenges facing today's NHS, the ability of second-line leaders (leaders who line manage leaders) to act as role models for Trust values, lead and manage with empathy, and manage relationships within their organisation and the wider NHS, means this group is critical to the overall performance of their Trusts.</p> <p>Whether you work as part of a clinical or non-clinical service, this programme will give you the opportunity to learn alongside others and build on your skills as a leader to support and develop your staff, develop your confidence in your decision-making and help you feel better able to feedback to more senior leaders.</p>
How:	<p>The programme is formed of three two-day modules, delivered approximately every two months. It is a practical leadership development programme with interactive and experiential sessions. These will provide a safe space where you can develop your awareness of your leadership styles. As leadership coaches, we will help you to develop confidence in your strengths. As well as helping you to identify areas you want to development further in. Presentations are kept short and to a minimum so expect to be actively taking part in the programme, rather than being lectured at!</p> <p>Each session will introduce some core ideas and simple models that you can use to frame your thinking about leadership. A series of individual and team exercises will help you to make sense of how this idea can be applied in your leadership and working environment.</p> <p>During the programme you will find yourself the focus of close observation and be given a considerable amount of personal feedback from fellow members. Our intent is always to develop growth and self-confidence in your leadership acumen from a firmer understanding and awareness of self. You will also be encouraged to observe others and to give and receive personal feedback within your syndicate. Experience of previous programmes has shown that this can be an emotionally stirring, and at times, uncomfortable process for some members. Each syndicate will have a dedicated member of faculty throughout the programme who will provide a high level of support throughout and will be available to talk to at any point.</p> <p>The programme consists of three modules:</p> <p>Module 1: Self-awareness and Emotional Intelligence</p> <p>Starting with why awareness and emotional intelligence is key to being a good leader, the first day introduces practical techniques for how to develop awareness - along with lots of opportunities for members to start developing their own awareness about how they behave and impact on others in group settings.</p> <p>On day 2, members will build on the insights gained the day before to explore the relationships between their behaviours, personal values, assumptions, organisational values and commitment to improving equality, diversity and inclusion. It also introduces ideas about how members can develop their resilience and maintain their ability to work at their best.</p>

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Domains covered:

1. Emotional intelligence, self-awareness and reflection
2. JoHari window
3. Content and process
4. Giving and receiving constructive feedback
5. Living your organisations' values
6. Behaviours for inclusion
7. Stress and resilience
8. Higher and lower selves
9. Choices

Module Two: Leading Teams

Members will develop their understanding of the dynamic demands of task, team and individual needs and consider some of the challenges for the team they lead. They will develop their ideas for their desired future for their teams and will consider their role as leaders in supporting and coaching their team to get there.

Domains covered:

1. Action centred leadership
2. The secret life of teams
3. Current reality, desired future
4. Leading resilient teams
5. The role of leaders as coaches
6. Leading effective meetings
7. Mission analysis and higher intent

Module 3: Influencing Beyond my Service

Members will begin to develop their conceptual understanding of complex systems and begin to discern between the wicked and tame elements of the problems they're engaged with. With greater understanding of the inter-related nature of the issues they're leading, the final day develops members ability to influence, communicate and collaborate with others in order to lead change effectively.

The final afternoon provides time to consolidate members' learning, consider their next steps for their ongoing personal development and receive feedback from peers on their plans.

Domains covered:

1. Complex systems and wicked problems
2. What is a system?
3. Power and influence
4. Communication, active listening and collaboration
5. Leading change and working with resistance
6. Double loop learning

By the end of the programme, you will:

1. Understand your impact as a role-model for your organisations' values
2. Understand the importance of seeking, and responding, to feedback from your staff

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	<ol style="list-style-type: none"> 3. Develop your confidence in your decision-making and feel better able to feedback to senior leaders 4. Understand how to best support and develop your staff, seeking to develop and retain talent 5. Understand your role in supporting your organisations' ambitions to improve equality, diversity and inclusion. 6. Understand the complex nature of the problems you face. 7. Have an awareness of the wider system that your service and team operates within and are better able to use your influence to bring about positive change.
Where:	The programme can be delivered face to face or virtually via Zoom or Teams.
Who:	This programme is aimed at staff from all disciplines who are line-managing first-line leaders. You are likely to be between bands 7-8c, for example a matron, a general manager, clinical lead or experienced consultant.

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Senior Leadership Development Programme [3 stand alone 3 day modules]

This is our flagship open programme for senior leaders (consultant grade doctors and above, GPs, band 8a and above nurses, AHPs and managers) working within the NHS.

To find out more please see our Senior Leadership Development Programme Prospectus.

How: **Individuals:** can book places on the programme.
Organisations: can invest in blocks of places on the programme. Please get in contact with us to discuss further.

What: The Senior Leadership Development Programme is an experiential and practical programme designed for senior leaders working within health and social care. It is formed of three stand-alone three-day modules: Leading Self, Leading Others and Leading Systems and runs throughout the year.

Leading Self	3-days
Leading Others	3-days
Leading Systems	3-days

Why: To develop better senior leaders who understand what it means to a be better leaders. In order to ensure that the way you lead the delivery of health and social care is of the highest quality.

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Leadership Development Programmes for Aspiring Leaders: Registrars and New Consultants

Aspiring Medical Leader Development Programme for Registrars and New Consultants: 3-days	
What:	A two-month programme for registrars, specialist registrars and newly appointed consultants who aspire to develop their leadership roles further.
Why:	To develop the confidence of new and aspiring medical leaders taking on new leadership responsibilities and challenges, with the awareness of themselves and their impact to do so effectively.
How:	<p>The programme is formed of three full-day sessions, delivered every 2-4 weeks. It is a practical leadership development programme with interactive and experiential sessions. These will provide a safe space where you can develop your awareness of your leadership styles. As leadership coaches, we will help you to develop confidence in your strengths. As well as helping you to identify areas you want to development further in. Presentations are kept short and to a minimum so expect to be actively taking part in the programme, rather than being lectured at!</p> <p>Each session will introduce core ideas with simple models that you can use to frame your thinking about leadership. A series of individual and team exercises will help you to make sense of how these ideas can be applied in your leadership and working environment.</p> <p>Each day will have a central theme:</p> <ul style="list-style-type: none"> Day 1: Understanding you as a leader Day 2: Leading teams Day 3: Problem solving and making decisions <p>During the programme, we will explore:</p> <ul style="list-style-type: none"> • The importance of awareness (of ourselves, of others and the wider context within which we work) • The need to review how we work with others, in order to improve how we work • The functional approach to leadership: task, team and individual • Leading teams and followership • Having difficult conversations • Giving and receiving feedback • Working with different types of problems and problem-solving • Making better decisions <p>By the end of the programme, you will have a deeper understanding of your impact as a leader and a follower within your service. You will be better equipped to work effectively with the day to day issues you face as a leader now, and more confident to take on greater leadership responsibility in the future.</p>
Where:	The programme is delivered face to face locally or virtually via Zoom or Teams.

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Who:	The programme is suitable for registrars, specialist registrars and newly appointed consultants.
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Aspiring Medical Leader Development Programme for Registrars and Newly Appointed Consultants: 4-days

What:	A four-month programme for registrars, specialist registrars and newly appointed consultants who aspire to develop their leadership roles further.
Why:	To develop the confidence of new and aspiring medical leaders taking on new leadership responsibilities and challenges, with the awareness of themselves and their impact to do so effectively.
How:	<p>The programme is formed of four full-day sessions, delivered every 3-4 weeks. It is a practical leadership development programme with interactive and experiential sessions. These will provide a safe space where you can develop your awareness of your leadership styles. As leadership coaches, we will help you to develop confidence in your strengths. As well as helping you to identify areas you want to development further in. Presentations are kept short and to a minimum so expect to be actively taking part in the programme, rather than being lectured at!</p> <p>Each session will introduce core ideas with simple models that you can use to frame your thinking about leadership. A series of individual and team exercises will help you to make sense of how these ideas can be applied in your leadership and working environment.</p> <p>Each day will have a central theme:</p> <ul style="list-style-type: none"> Day 1: Understanding you as a leader Day 2: Leading teams Day 3: Leadership, values and culture Day 4: Problem solving and making decisions <p>During the programme, we will explore:</p> <ul style="list-style-type: none"> • The importance of awareness (of ourselves, of others and the wider context within which we work) • The need to review how we work with others, in order to improve how we work • The functional approach to leadership: task, team and individual • Leading teams and followership • Having difficult conversations • Giving and receiving feedback • The relationship between leadership, values, behaviours, culture and inclusion • Working with different types of problems and problem-solving • Making better decisions • Leading effective meetings • Developing your influence <p>By the end of the programme, you will have a deeper understanding of your impact as a leader and a follower within your service. You will be better equipped to work effectively with the day to day issues you face as a leader now, and more confident to take on greater leadership responsibility in the future.</p>
Where:	The programme is delivered face to face locally or virtually via Zoom or Teams.

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Who:	The programme is suitable for registrars, specialist registrars and newly appointed consultants.
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Aspiring Medical Leader Development Programme for Registrars and Newly Appointed Consultants: 5-days

What:	A five-month programme for registrars, specialist registrars and newly appointed consultants who aspire to develop their leadership roles further.
Why:	To develop the confidence of new and aspiring medical leaders taking on new leadership responsibilities and challenges, with the awareness of themselves and their impact to do so effectively.
How:	<p>The programme is formed of four full-day sessions, delivered every 3-4 weeks. It is a practical leadership development programme with interactive and experiential sessions. These will provide a safe space where you can develop your awareness of your leadership styles. As leadership coaches, we will help you to develop confidence in your strengths. As well as helping you to identify areas you want to development further in. Presentations are kept short and to a minimum so expect to be actively taking part in the programme, rather than being lectured at!</p> <p>Each session will introduce core ideas with simple models that you can use to frame your thinking about leadership. A series of individual and team exercises will help you to make sense of how these ideas can be applied in your leadership and working environment.</p> <p>Each day will have a central theme:</p> <ul style="list-style-type: none"> Day 1: Understanding you as a leader Day 2: Leading teams Day 3: Leadership, values and culture Day 4: Problem solving and making decisions Day 5: Understanding my local system <p>During the programme, we will explore:</p> <ul style="list-style-type: none"> • The importance of awareness (of ourselves, of others and the wider context within which we work) • The need to review how we work with others, in order to improve how we work • The functional approach to leadership: task, team and individual • Leading teams and followership • Having difficult conversations • Giving and receiving feedback • The relationship between leadership, values, behaviours, culture and inclusion • Working with different types of problems and problem-solving • Making better decisions • Leading effective meetings • Developing your influence • The complexity of healthcare systems • The need for collaboration <p>By the end of the programme, you will have a deeper understanding of your impact as a leader and follower within your service and greater confidence to lead others. You will be better equipped to work effectively with the day to day issues you face as a leader now, and</p>

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	understand how these impact and are impacted on by the wider system within which you work.
Where:	The programme is delivered face to face locally or virtually via Zoom or Teams.
Who:	The programme is suitable for registrars, specialist registrars and newly appointed consultants.

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Leadership Development Programmes for Aspiring Leaders: Mid-Grade Leaders

Aspiring Leader Development Programme for Mid-Grade Leaders: 3-days	
What:	A two-month programme for mid-grade leaders who aspire to develop their leadership roles further and are looking to take on more responsibility within the coming 12-18 months.
Why:	To develop a pipeline of mid-grade leaders with the confidence to step up into more senior positions, and the awareness of themselves and their impact to do so effectively.
How:	<p>The programme is formed of three full-day sessions, delivered every 2-4 weeks. It is a practical leadership development programme with interactive and experiential sessions. These will provide a safe space where you can develop your awareness of your leadership styles. As leadership coaches, we will help you to develop confidence in your strengths. As well as helping you to identify areas you want to development further in. Presentations are kept short and to a minimum so expect to be actively taking part in the programme, rather than being lectured at!</p> <p>Each session will introduce core ideas with simple models that you can use to frame your thinking about leadership. A series of individual and team exercises will help you to make sense of how these ideas can be applied in your leadership and working environment.</p> <p>Each day will have a central theme:</p> <p style="padding-left: 40px;">Day 1: Understanding you as a leader Day 2: You as a leader, within a team Day 3: Working with difficult problems</p> <p>During the programme, we will explore:</p> <ul style="list-style-type: none"> • The need to review how we work with others, in order to improve how we work • The importance of awareness (of ourselves, of others and the wider context within which we work) • Managing our behaviour under stress • Developing personal resilience • The functional approach to leadership • Understanding the nature of teams • The role of leadership and followership • Having difficult conversations • Giving and receiving feedback • Working with different types of problems • Developing influence <p>By the end of the programme, you will have a deeper understanding of your impact as a leader and a follower within your service. You will be better equipped to work effectively with the day to day issues you face as a leader now, and more confident to take on greater leadership responsibility in the future.</p>

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Where:	The programme is delivered face to face locally or virtually via Zoom or Teams.
Who:	<p>The programme is suitable for mid grade leaders from any professional backgrounds who work in health and social care organisations. The following list is indicative of those who can apply, but not exhaustive:</p> <ul style="list-style-type: none">• Band 6-7 nurses, AHPs and social care workers• Newly appointed consultants and registrar grade doctors• Band 6-7 managers• Newly qualified GPs

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Aspiring Leader Development Programme for Mid-Grade Leaders: 4-days

What:	A three-month programme for mid-grade leaders who aspire to develop their leadership roles further and are looking to take on more responsibility within the coming 12-18 months.
Why:	To develop a pipeline of mid-grade leaders with the confidence to step up into more senior positions, and the awareness of themselves and their impact to do so effectively.
How:	<p>The programme is formed of four full-day sessions, delivered every 2-4 weeks. It is a practical leadership development programme with interactive and experiential sessions. These will provide a safe space where you can develop your awareness of your leadership styles. As leadership coaches, we will help you to develop confidence in your strengths. As well as helping you to identify areas you want to development further in. Presentations are kept short and to a minimum so expect to be actively taking part in the programme, rather than being lectured at!</p> <p>Each session will introduce core ideas with simple models that you can use to frame your thinking about leadership. A series of individual and team exercises will help you to make sense of how these ideas can be applied in your leadership and working environment.</p> <p>Each day will have a central theme:</p> <ul style="list-style-type: none">Day 1: Understanding you as a leaderDay 2: You as a leader, within a teamDay 3: Leadership, values and cultureDay 4: Working with difficult problems <p>During the programme, we will explore:</p> <ul style="list-style-type: none">• The need to review how we work with others, in order to improve how we work• The importance of awareness (of ourselves, of others and the wider context within which we work)• Managing our behaviour under stress• Developing personal resilience• The functional approach to leadership• The role of leadership and followership• Understanding the nature of teams• Having difficult conversations• Giving and receiving feedback• Understanding the culture in your team or service• The relationship between leadership, values, behaviours, culture and inclusion• Working with different types of problems• Making better decisions• Leading effective meetings• Developing influence <p>By the end of the programme, you will have a deeper understanding of your impact as a leader and a follower within your service. You will be better equipped to work effectively with the day to day issues you face as a leader now, and more confident to take on greater leadership responsibility in the future.</p>

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Where:	The programme is delivered face to face locally or virtually via Zoom or Teams.
Who:	<p>The programme is suitable for mid grade leaders from any professional backgrounds who work in health and social care organisations. The following list is indicative of those who can apply, but not exhaustive:</p> <ul style="list-style-type: none">• Band 6-7 nurses, AHPs and social care workers• Newly appointed consultants and registrar grade doctors• Band 6-7 managers• Newly qualified GPs

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Leadership Development Programmes for Aspiring Leaders: Introduction to Leadership Programmes

Introduction to Leadership: Aspiring Health and Social Care Leader Development Programme	
What:	A two-day programme for aspiring leaders in health and social care where you will develop your awareness of yourself and your impact and influence on others.
Why:	The programme will help you to become a more confident and aware leader who can take a greater role in the leadership of your services.
How:	<p>The programme is formed of a two-day programme. It is a practical leadership development programme with interactive and experiential sessions. These will provide a safe space where you can develop your awareness of your leadership styles. As leadership coaches, we will help you to develop confidence in your strengths. As well as helping you to identify areas you want to development further in. Presentations are kept short and to a minimum so expect to be actively taking part in the programme, rather than being lectured at!</p> <p>Each session will introduce one core idea with a simple model that you can use to frame your thinking about leadership. A series of individual and team exercises will help you to make sense of how this idea can be applied in your leadership and working environment.</p> <p>The first day will focus on developing your leadership and awareness, before looking at how leading teams enables you to get things done more effectively.</p> <p>We will explore:</p> <ul style="list-style-type: none"> • The need to review how we work with others in order to improve how we work • The importance of awareness • Action centred leadership • Communicating and influence <p>By the end of the programme, you will have a deeper awareness of your impact as a leader with some practical steps for you to take to further develop your impact.</p>
Where:	The programme is delivered virtually on Zoom or Teams.
Who:	<p>The programme is suitable for aspiring leaders who are working within health and social care. Applicants are encouraged from different professional backgrounds. The following list provides an overview but is not exhaustive:</p> <ul style="list-style-type: none"> • Trainee doctors in core training or specialist training grades • Newly qualified GPs and GP fellows • Band 5-6 Nurses • Band 5-6 Allied Health Professionals • Band 5-6 Social Care Workers • Band 5-6 Managers and Team Leaders

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**Introduction to Leadership:
Aspiring Primary Care Leader Development Programme**

What:	A three-month programme for aspiring leaders in primary care where you will develop your awareness of yourself and your impact and influence in others.
Why:	The programme will help you to become a more confident and aware leader who can take a greater role in the leadership of Primary Care and Primary Care Networks.
How:	<p>The programme is formed of four half-day virtual sessions, delivered every 2-3 weeks. It is a practical leadership development programme with interactive and experiential sessions. These will provide a safe space where you can develop your awareness of your leadership styles. As leadership coaches, we will help you to develop confidence in your strengths. As well as helping you to identify areas you want to development further in. Presentations are kept short and to a minimum so expect to be actively taking part in the programme, rather than being lectured at!</p> <p>Each session will introduce one core idea with a simple model that you can use to frame your thinking about leadership. A series of individual and team exercises will help you to make sense of how this idea can be applied in your leadership and working environment.</p> <p>The first two sessions will focus on developing your leadership and awareness, before looking at how leading teams enables you to get things done more effectively.</p> <p>We will explore:</p> <ul style="list-style-type: none"> • The need to review how we work with others in order to improve how we work • The importance of awareness • Action centred leadership • Communicating and influence <p>By the end of the programme, you will have a deeper awareness of your impact as a leader with some practical steps for you to take to further develop your impact.</p>
Where:	The programme is delivered virtually on Zoom or Teams.
Who:	<p>The programme is suitable for aspiring leaders who are working within primary care. Applicants are encouraged from different professional backgrounds. The following list provides an overview but is not exhaustive:</p> <ul style="list-style-type: none"> • Newly qualified GPs and GP Fellows • Practice Nurses • Physician Associates • Pharmacists • AHP Associates and Ambassadors • Practice Managers • Primary Care Network Managers

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Introduction to Leadership:
Aspiring Health and Social Care Leader Development Programme

What:	A three-month programme for aspiring leaders in health and social care where you will develop your awareness of yourself and your impact and influence on others.
Why:	The programme will help you to become a more confident and aware leader who can take a greater role in the leadership of your services.
How:	<p>The programme is formed of four half-day virtual sessions, delivered every 2-3 weeks. It is a practical leadership development programme with interactive and experiential sessions. These will provide a safe space where you can develop your awareness of your leadership styles. As leadership coaches, we will help you to develop confidence in your strengths. As well as helping you to identify areas you want to development further in. Presentations are kept short and to a minimum so expect to be actively taking part in the programme, rather than being lectured at!</p> <p>Each session will introduce one core idea with a simple model that you can use to frame your thinking about leadership. A series of individual and team exercises will help you to make sense of how this idea can be applied in your leadership and working environment.</p> <p>The first two sessions will focus on developing your leadership and awareness, before looking at how leading teams enables you to get things done more effectively.</p> <p>We will explore:</p> <ul style="list-style-type: none"> • The need to review how we work with others in order to improve how we work • The importance of awareness • Action centred leadership • Communicating and influence <p>By the end of the programme, you will have a deeper awareness of your impact as a leader with some practical steps for you to take to further develop your impact.</p>
Where:	The programme is delivered virtually on Zoom or Teams.
Who:	<p>The programme is suitable for aspiring leaders who are working within health and social care. Applicants are encouraged from different professional backgrounds. The following list provides an overview but is not exhaustive:</p> <ul style="list-style-type: none"> • Trainee doctors in core training or specialist training grades • Newly qualified GPs and GP fellows • Band 5-6 Nurses • Band 5-6 Allied Health Professionals • Band 5-6 Social Care Workers • Band 5-6 Managers and Team Leaders

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Leadership Skills Development Programmes

Thinking Skills	
What:	A one-day programme to help you make more effective use of your intelligence.
Why:	Thinking effectively is a skill that can be improved through a better understanding of how the brain works.
How:	<p>We will explore:</p> <ul style="list-style-type: none"> • The brain's inner conflict (Chimp Paradox) • Different types of thinking – intuitive thinking and analytical thinking (System 1 & System 2) • The benefits of convergent and divergent thinking • The impact of biases and heuristics • Common thinking errors: the power of the default, cognitive dissonance, satisficing etc • Organisational thinking, the dangers of groupthink and how to avoid them • How to learn from mistakes; open and closed mindsets • How to conduct better analytical thinking • Ways to better apply your brain to deal with complex problems • Creative thinking • Nudging – encouraging certain behaviours in others <p>The programme is interactive and consists of short presentations, exercises and discussions, so that participants can use the skills they develop on practical issues.</p> <p>By the end of the programme, you will have a rich understanding of how your brain works, how to make best use of it and how to avoid common thinking errors.</p>
Where:	Face to face or online
Who:	The programme is suitable for anyone who is required to make decisions, to tackle complex problems, conduct analysis or create solutions.

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Leading in a Crisis

What:	A short, practical programme that will help leaders to be better prepared to deal with a crisis, throughout its phases.
Why:	Organisations are at their most vulnerable when in crisis. This is when they need clear, assertive leadership. However, if not properly prepared, amid the confusion, intense pressure and scrutiny, leaders can find themselves unable to deliver this.
How:	<p>The programme will use case studies, practical exercises and discussions to help leaders to better understand how to prepare for a crisis and how to lead their organisation through one.</p> <p>We will explore:</p> <ul style="list-style-type: none">• Business Continuity Planning and pre-mortems• The phases of a crisis<ul style="list-style-type: none">○ Responding to the initial crisis○ Managing the recovery○ Returning to Business as Usual• Decision making in a crisis <p>By the end of the programme, members will have an action plan to help them conduct prior planning and to guide them, should they be required to lead through a crisis.</p>
Where:	Face to face or online

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Leading Better Meetings

Why:	<p>Do you spend most of your working week in meetings but have never taken the time to really consider how to lead them better? Invest one day with Staff College and we will help you change your work, transforming your assumptions and mindset to make your meetings more effective, engaging and to even have some fun?</p> <p>Why knowingly waste 5-10% of your time/budget and effort?</p> <p>Define your desired culture by embedding behaviours in your future meetings.</p> <p>Establish rituals and routines which help clarify purpose, promote psychological safety and which allows team members to share thoughts and feelings openly in support of common goals.</p>
How:	<p>Through expert guidance, challenge and support and creative experiences working in small groups (6-8 people) and video review, you will become more precisely aware of your current habits and meeting practice.</p> <p>You will engage and share your frustrations and vulnerabilities about meetings with others, learning how to respond more appropriately and timely, developing your collaboration through dialogue, active listening and better engagement with others.</p>
What:	<p>This "clinic" will give you the confidence to experiment and learn new methodological and dynamic processes, giving you practical advice and personalised insights to help you adapt. You will learn more about yourselves, your team culture and develop a greater understanding of how you can develop better leadership in all your meetings.</p> <p>You will return to work with a clear focus on what to do next.</p>
Where:	Face to face or online
Who:	All levels of experience, from either different or from within the same organisation. Existing Teams or Boards are most welcome.

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Testimonials and Impact

"I have worked with the Staff College for a number of years, and would recommend them very strongly. I have been consistently impressed when commissioning them to support leadership both in NHS hospitals, and across multi-agency programmes for improvement, large-scale change, and patient benefit. I consider Staff College one of the best partners I have ever worked with in terms of their ability to listen, understand and adapt their approach to the real world. Their skill in incorporating real-world work into learning, and showing the impact of their programmes in any setting, often wrapping around busy teams and services, is distinctive.

Colleagues participating in Trust, System and Primary Care development activities with Staff College have consistently reported - directly and through formal evaluation – that the learning was unlike anything they had done before and has remained with them in influencing their leadership style for years to come."

***Charlotte Williams, Chief Strategy and Improvement Officer
Mid and South Essex NHS Foundation Trust***

You can find out more about the impact our bespoke development programmes have had from those who've been part of them, and those who have commissioned them in our [library of case studies](#).

Find out more

You can find out more about the programmes we deliver, and who we deliver them for [here](#).

If you'd like to find out more and want to talk through your local development needs, please get in touch with the team at info@staffcollege.org.

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