

Leadership Development Packages



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The Staff College: Leadership in Healthcare

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The Staff College: Leadership in Healthcare

Introduction

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.



What we do

We develop and deliver four main types of programmes:

Senior Leadership Development Programme

The Senior Leadership Development Programme is our flag-ship programme. It develops leaders' awareness of the impact they have as a leader and confidence to use their influence more effectively - in order to be a leader that makes things better! It is open to senior leaders from all professional backgrounds who work within health and/or social care and runs throughout the year in London and Leeds.

Leadership Development Packages

Our leadership development packages are stand-alone courses that can be commissioned by health and social care organisations to be delivered locally for targeted cohorts of their leaders.

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.

“The programme is delivered by excellent trainers who have a real skill in making people feel comfortable to open up and question what our feelings and beliefs are without judgement. The nature of the small syndicate groups was excellent in building relationships with our counterparts on the course. The use of video and feedback sessions was extremely powerful to highlight body language and leadership styles. The tasks were excellent and well led. It really does provide an opportunity to think about our own leadership styles and highlights both areas for improvement and strengths we all have.”

Comment from Calum Macgregor, Head of Improvement, Emergency Care Improvement Support Team (ECIST), NHS England, after attending the Senior Leadership Development Programme module 1, in May 2024

Our approach to developing better leaders

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.

Leadership Development Packages

Introduction

Our leadership development packages are stand-alone courses that can be commissioned by health and social care organisations.

We offer five individual courses which can be commissioned on an individual basis or put together as a package to suit the needs of your organisation.

The five courses we offer are:

1. Promoting the importance of awareness
2. Leading in complexity
3. Maximising the benefits of teams
4. Leading the process of change
5. Developing influence and resilience

They provide the opportunity for leaders to:

- develop greater awareness of their behaviours, impact and influence on others;
- develop specific leadership skills;
- develop confidence to step up and use their influence more effectively;
- form stronger relationships with fellow leaders within the organisation.

Audience

The leadership development packages have been developed for senior leaders working in health and social care. They can be delivered to multi-professional groups or specific cohorts. As the word 'senior' means different things to different people, we use the following criteria as a start point to define the audience in mind:

1. Have direct reports
2. Have budget responsibility
3. Attend cross department/organisation meetings
4. Make choices and use their influence more broadly than solely within their department.

If an organisation is interested in leadership packages for a different audience, please speak to us and we can advise whether these would be appropriate or whether an alternative may be more suitable.

Cohort sizes

We offer the modules to cohort sizes of 8 (minimum number of attendees), 16 or 24. During the 2-days larger cohorts will break up into smaller syndicate groups of 8 members for small group work.

Format

Each module can be delivered either as two-day face-to-face, two-day virtual online or four half-days virtual online.

Leadership Development courses

Promoting the importance of awareness

Aim	To develop a deeper awareness of assumptions, behaviours and impact on others
In order to	Further develop the ability to influence others as a leader
Synopsis	<p>This module explores fundamental ideas around leadership including what leadership is, the role of leaders within the context of leading in health and social care and the importance of leaders having awareness of themselves, others and the wider system within which they lead.</p> <p>Through the course, individuals will develop a deeper insight into their own behaviours and the impact and influence they have on others as a leader. With the benefit of their own reflections, feedback from peers and feedback from faculty, they will develop greater confidence in their strengths, and identify areas that they could develop their leadership further in order to have more impact.</p>
Learning objectives	<ul style="list-style-type: none">• Understand the importance of developing awareness in order to be an effective leader of people.• Understand the difference between content (what you work on) and process (how you work on it)• Understand the dynamic demands of tasks, teams and individuals.• Develop a deeper awareness of personal assumptions, behaviours and impact on others.• Develop a deeper insight into how you can better manage assumptions, emotions and behaviours.



Leading in complexity

Aim	To develop the understanding of working with complex problems and influencing in complex systems
In order to	Develop your ability to effectively lead and influence within the context of health and/or social care
Synopsis	<p>This module will develop individuals' awareness of the complexity of the health and social care systems they lead within. It will explore the different types of problems they face as leaders and the different approaches required for working with them.</p> <p>Through the course, leaders will develop a deeper understanding of the influence they currently have within their system or organisation. While also further developing their ability to influence others.</p>
Learning objectives	<ul style="list-style-type: none"> • Understand the implications of leading and working in complex systems • Understand that there are different types of problems, and that they require different leadership approaches. • Develop ability to work with wicked problems

Maximising the benefit of teams

Aim	To develop the ability to influence and be informed by others
In order to	Be a more effective leader of teams
Synopsis	<p>This module will develop individuals understanding of the relationship between organisational culture, teams and leaders and the elements and conditions that can enable and develop high-performing teams.</p> <p>Through the course, leaders will develop a deeper understanding of how their personal traits and behaviours impact on the way they lead teams now. And further their thinking about how they can develop their team to be more effective.</p>
Learning objectives	<ul style="list-style-type: none"> • Understand the relationship between organisational culture, teams and leaders. • Understand the elements and conditions that can enable and develop high-performing teams. • Develop ability to lead better meetings. • Understand the importance of feedback in developing teams. • Develop greater understanding of decision-making processes. • Deeper awareness of how personal traits impact or fail to impact on the performance of self and team

Leading the process of change

Aim	To develop the ability to lead change
In order to	Be a leader that makes things better!
Synopsis	<p>This module will develop individuals understanding of the nature of change, the need for leadership and introduce them to different models for leading change.</p> <p>Through the course, leaders will develop their ability to lead change in complex situations and collaborate more effectively with others.</p>
Learning objectives	<ul style="list-style-type: none"> • Understand the relationship between past change, the current state and implications for the move to a desired future state. • Understand the nature of collaboration and its importance when working across cross-system boundaries. • Understand the nature of communication and dialogue when working collaboratively. • Develop the ability to lead change.

Developing influence and resilience

Aim	To develop the awareness of influence and resilience as a leader
In order to	Continue to further develop the reach and impact for good
Synopsis	<p>This module will explore the ethical and moral nature of leadership, continuing to develop influence as a leader and the need to maintain resilience as a leader and cope under the pressures of leadership.</p> <p>Through the course, leaders will develop a deeper awareness of how to continue to develop influence and resilience as a leader and develop a personal leadership strategy for their ongoing development.</p>
Learning objectives	<ul style="list-style-type: none"> • Develop a deeper awareness of your agency, choices and appropriate points of leadership intervention. • Understand how you can continue to develop your influence as a leader and to influence others. • Develop your ability to manage yourself under pressure and further develop your resilience. • Develop your personal leadership strategy. • Develop capacity to continue to develop as a leader.



How to commission

If you're interested in a leadership package for your organisation, [please get in touch with us](#) and we can discuss what you're looking for and agree next steps from there.

You can commission:

- Individual courses
- Combinations of courses
- The full set of five courses

These can be commissioned to run just once, several times/year or on a rolling basis.

Dependent on what you are looking to commission, and its financial value, there are different procurement processes to go through. When we talk, we will work with you to understand which process is appropriate. We will provide a quote or formal proposal as required. We are also on a number of healthcare procurement frameworks.

Logistics- what will you need to provide?

Face-to-face delivery

You will need to organise and arrange meeting rooms at your venue or an external venue for us to deliver the package.

Please refer to our "Meeting room requirements for delivering a Staff College Leadership programme" document [here](#) for the specific detail on meeting room requirement, layout and resources.

Online delivery

We can host online delivery via MS Teams or Zoom. We would arrange the online delivery using our licences.

What you should do next

Please get in touch with us to discuss your needs.

We can provide quotes, proposals and are also on a number of healthcare procurement frameworks.

Course fees

Package	Cohort of 8 people (excluding VAT)	Cohort of 16 people (excluding VAT)	Cohort of 24 people (excluding VAT)
Delivery as face-to-face 2-day programme	£5,600.00 Cost per head per day: £350.00	£9,600.00 Cost per head per day: £300.00	£13,200.00 Cost per head per day: £275.00
Virtual delivery as a 2-day programme	£5,200.00 Cost per head per day: £325.00	£8,960.00 Cost per head per day: £280.00	£12,480.00 Cost per head per day: £260.00
Virtual delivery as a 4 half-day programme	£6,720.00 Cost per head per half-day: £210.00	£10,240.00 Cost per head per half-day: £160.00	£13,440.00 Cost per head per half-day: £140.00

Contact us

To find out more about us, what we do, the people that make Staff College what it is and the impact we have, check out our website which is full of useful information.

However, if you have questions about whether a leadership package might be right for your organisation, and your leaders, at this point, 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.

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