Leadership for Improving Frontline Talent (LIFT)  
...taking patient care to the next level

Clinical and non-clinical managers are cordially invited to apply for this leadership development opportunity starting late April.

...a leadership development programme focussed on leading high quality, compassionate patient care

APRIL 2014 – JANUARY 2015
When we designed this programme – first we listened to clinicians in leadership roles.

What you can expect – in a nutshell!

This clinical leadership programme requires 14 days off-the-job commitment from you and your organisation – 10 days of workshops including four 2 day residential modules over a 8-9 month period. Expect to be in a group of about 20-25 health and social care leaders and part of an exciting learning community. You will develop a valued network of peers where you share, review, challenge, act and learn from fellow colleagues in pursuit of mutual learning objectives.

Location:
The programme will take place at the River Dart Country Park on the southern slopes of Dartmoor. This has proven a very popular venue with NHS delegates. A creative and conducive learning enviroment, expect log fires and wood burners in winter and walking amongst luxurious parkland in the summer.

The programme will be delivered:
- By top quality leadership developers working at the leading edge of evidence based practice and who are experienced working with leaders in the healthcare sector
- World class speakers, renowned academics and professors, senior NHS and non NHS leaders

The experience will include:
- A powerful combination of skills-based workshops, team building and interactive sessions
- Cutting edge thinking on innovation, leadership and systems thinking
- Feedback on 360 degree and psychometric profiles
- Leadership exchanges with fellow participants
- Undertaking a leadership project at work throughout the programme
- Individual executive coaching, combined with reflective logs and personal development plans.

Please see the graphic representation of the key programme elements at the back of this brochure.
Background and an emphasis on leading clinical and frontline services

Clinicians are increasingly being located in pivotal leadership roles with unprecedented levels of responsibility. Clinicians are required to be ‘outcomes oriented’ and to play two roles as leaders – one that calls on their clinical skills, and another that calls on their leadership capabilities.

In High Quality Care for All, Lord Darzi placed clinical leadership at the centre of efforts to improve both the quality of care and patients’ experience. The clinical challenge facing all NHS leaders is to maintain clinical quality, patient safety and the quality of patients’ experience in the face of reduced resources – and the scale of the task can appear to be overwhelming.

The programme is built around the idea that experienced clinicians and other leaders develop their leadership abilities and practices within their services by working on real projects and issues as part of the learning experience and exchanging learning with colleagues from other settings.

Purpose and philosophy of the programme

- Develop the confidence of participants in providing challenge to existing service provision,
- Build courage to engage in innovative service redesign
- Provide an arena for participants to broaden their awareness of other parts of the health sector environment
- Contribute to an atmosphere of success and enablement amongst participants and sponsoring organisations
- To develop behaviours which will inspire those who work for, and close to, participants, to deliver compassionate, person centred high quality, safe care
- To enable participants to purposefully take forward their individual leadership careers with personal leadership development plans
- To challenge assumptions about what leading clinical services requires
- To develop broad based capability and skills in collaborative working, influencing and communication.

Learning objectives and personal benefits of attending the programme

By the end of the programme participants will be better able to demonstrate;

- The leadership needed for person-centred co-ordinated care and how to clearly and intuitively achieve the highest quality of that care
- Improved perspective on the need to empower patients, service users and their families and how they can be involved in developing better and more joined up services to achieve this
- Confidence in their ability to develop services, lead high performing teams and colleagues
- Have a renewed sense of purpose about contributing to the right culture in the workplace where staff are engaged and committed to the primary task of providing high quality care
- Leading clinical and non-clinical colleagues with increased confidence in influencing senior managers, conflict resolution and communication skills
- How to deal with underperformance in teams
- The development of their leadership abilities to actively contribute to the running of the organisation and to the way care is provided generally
- Improved team leadership in complex environments involving a systems thinking approach working across disciplines and collaborative and partnership working
- A better personal network of contacts in their locality and region to support their future leadership contribution

We have engaged with clinical leaders in the NHS to find out what sort of development would be most helpful for clinicians in leadership roles.

The programme will address the challenge of clinical leadership and aim to build confidence in courageous leadership and bold decision making.

This programme provides a full and balanced leadership development journey to assist clinical leadership and leaders meet their goals leading high quality compassionate care.
Who should attend?

Sponsoring organisations
Participants are expected to apply from Mental Health, Community Health, Acute Trusts, CSUs, Community Interest Companies and other health and social care social enterprises as well as CCGs and local authorities.

Multiple applications
One or more participants from any sponsoring organisation may apply. We also welcome applications from several managers who are involved in active collaboration with each other either from the same organisation or across organisational boundaries in a locality.

Clinical Leaders
The programme is particularly suitable for clinical leaders who are responsible for leading and are at the heart of clinical operations and the development of clinical services to patients.

Non-clinical leaders in clinical environments
The programme is designed to include and appeal to non-clinical leaders who are involved, and have some responsibility, with their clinical colleagues, in the delivery of frontline clinical health services.

Social care settings
Integration of health and social care services is gathering pace throughout the sector. Collaboration and partnership working between healthcare and social care leaders from Local Authorities is a reality for many leaders. We also welcome applications from Local authority managers leading planned integration of social care services with healthcare colleagues.

Indicative job roles (guide only) might include;
- Lead Clinicians/Clinical Directors
- Senior Consultants
- Service Improvement Managers
- Business Managers
- Clinical Matrons/Ward Managers
- Performance Managers
- Heads of Service
- Mid-senior level executives
- Public Health executives and leaders below Director level
- GPs and CCG Managers with responsibility for leading commissioning of clinical services

The programme outline

Overall Structure and duration
The programme spans approximately 8 months-
- You will join a group of approximately 25 delegates to create a small and intimate learning community
- Workshops/modules comprise 10 days including a two day Dialogue Conference joint with UWE in September.
- Participants will be away from their own workplace for a total of 14 days including the Leadership Exchanges.

Please see the graphical overview of the programme in Appendix 1 on Page 14.
Approach to learning

The programme is designed to facilitate leadership learning around three core elements - the “3 P’s”:

**Perspective:**
Gaining new insights and perspectives on a collaborative mind-set and system leadership in a clinical context. An emphasis on real and immediate innovation and incremental improvement within the health and social care system. Exposure to new ways of thinking through speakers and interaction with colleagues. This comes through the participants interactions in the learning community created which we pay particular attention to.

**Practice:**
Development of skills, tools and techniques which participants can immediately take-away and use to help them enact and influence the leadership process. For example, the System Leadership Project engages real health care and clinical challenges and issues which allow the application of learning from the programme; and skills development via observation and feedback is enhanced through the leadership exchange experience.

**Personal:**
Developing as a person, enhancing self-awareness, the awareness of others and emotional intelligence; strong emotions are often evoked in health and social care settings as clinical staff struggle to balance compassion with the disturbing emotions which arise from working with vulnerable patients. This programme will ask of participants to question and learn about their range of emotional and behavioural responses to the work they and their teams do.

Whilst we will develop individual leader capabilities on this programme the ethos will be of “shared leadership” the concept where leadership is not restricted to people who hold designated leadership roles, and where there is a shared sense of responsibility for the success of the organisation and its services. Acts of leadership can come from anyone in the organisation, as appropriate at different times, and are focused on the achievement of the group rather than of an individual.
## Personal responsibility and expectations of participants

Key requirements of participants are:
- Attendance at all programme events and satisfactory participation in all elements including the leadership exchange, service improvement project, coaching and feedback sessions.
- As a guide participants are likely to need to commit to about 1½ hours per week on a variety of programme elements – observation, feedback, reading, learning log and reflective diary entries, leadership exchange write ups, e-learning etc.
- Certificate of Achievement requires full attendance and completion of all activities.
- Line manager’s commitment to the participant attending all programme elements.
- Undertake to share, discuss and reflect on progress and action on their Leadership Project at all stages of the programme in Team Coaching Clusters, in co-coaching pairs and in plenary work.
- To treat fellow participants, facilitators and others involved in the programme with respect at all times including turning up and leaving at the scheduled times.
- They will be expected to host their partner on the Leadership Exchange Experience and to be a guest observer in their partners organisation as briefed.
- Provide half a day for the intensive-feedback session with facilitator/executive coach in their workplace.
- The responsibility for learning rests, at all times, with participants.

### Guide to content – indicative only

<table>
<thead>
<tr>
<th>Module</th>
<th>Focus of the Module: indicative content</th>
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</thead>
<tbody>
<tr>
<td>Module 1: Getting started. Clinical Leadership and mindfulness. 2 Days</td>
<td>Where are we now? What are the challenges? Where are we trying to get to? Appreciating our own and others style of leadership. Looking at influences on reputation and self-identity and implications for your leadership practice. Beginning an ongoing conversation about staff engagement, health and wellbeing and compassion to self. Questioning, deeply, events so that the real issues and problems can be addressed. Developing and learning the performance benefits of reflective practice as a leader. Briefing for the exchange; revisiting observation and feedback and assessing good or bad practice in your own organisation as an essential skill for effective leaders.</td>
</tr>
<tr>
<td>Module 2: Clinical Leadership and collaboration. 2 Days</td>
<td>Let’s be clear what we mean: collaboration, partnership working, integration and the links with patient care. The influencing and mobilisation of colleagues within and beyond our organisations by integrative and borderless thinking. Developing a systems thinking perspective. Understanding more about collaborative and group working in particular behavioural dynamics. Exploring values, culture and behaviours that hinders the organisational climate needed to deliver high quality care. Building a climate of trust and engaging with difference and mastering conflict.</td>
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</tbody>
</table>
## Module 3: Leading innovation in clinical services
2 Day

Making the case for change, thinking about shared decision making with patients and service users. Developing a language for understanding innovation and providing an enabling environment where innovation becomes bottom up. Innovation with compassion towards patients at centre of change – attention, empathy, intelligent action. Identify the values underlying analytic choices, collecting data and inquiring about patient experience. Loosening up complexity by breaking it into component parts, assessing patient satisfaction and setting goals. Sustaining continuity and complexity while maintaining organisational capacity to take action. A public health perspective – sources of data – public health strategies.

## Module 4: Dialogue conference
2 days

This module will be a conference with participants from Exeter Leadership Consulting and University of West of England Clinical Leadership Programmes. The Open Innovation Workshop gives participants an incredibly valuable opportunity to develop networks and to work in groups on a “real life” challenge for a health sector client concerning improving patient care. During the course of the module participants will work in a range of different small groups, for example: single profession groups; single organisation groups; and diverse groups that may include patient representatives and other ‘external’ stakeholders, allowing them to examine this question from different perspectives. TED-style talks from leaders in a range of different backgrounds and sectors will stimulate further thought and new conversations. Improving the ability to look up and outwards to ‘other worlds’ – scan the horizon for a better future. Understanding the local consequences of international best practice and learning from the private sector.

## The Leadership Exchange Experience

Spotlight on inquiry, observation of leadership practice, feedback, feed-forward and coaching skills. First second and third order listening skills – developing master practitioner level skills of leading high performance teams. Getting out of your normal workplace to see the health system from a different perspective. Become immersed in another context. Learn skills of “seeing culture”. Different approaches to enacting leadership in practice.

## Module 5: Clinical Leaders in Action
2 days

Ability to mobilise energy around those things that need to change whilst maintaining the rest – continuity versus managing change. Creating the right narrative and presenting skills for clinical leaders. Identifying silent change where individuals continually recreate operations for the better performance/supporting restless dissatisfaction and passionate thinking. Taking away the blockages to intrinsic motivation. Awareness of other business models, for example social enterprise. Governance: the role of the Board, Board dilemmas. Managing risk and failure.

## Module 6: Clinical Leader Programme Presentations And Future Personal Development Plans
1 day

Reviewing individual and collective learning. System Leadership Project Presentations. Defining next steps of “my” personal leadership development and the outline of “my team charter” for compassionate innovative high quality care. Celebrating personal achievements during the programme. Health and Wellbeing awards for contribution to staff engagement during the programme.
Thought leadership

In addition to the core framework set out above we expect to expose participants to a wide range of “thought leadership” during the programme. Below is indicative of the range of themes and topics which will be explored through the rich mixture of learning methodologies. These include the following:

- Indicative speakers, NHS guest speakers including provider organisation CEOs, Local Area Team Directors, Public Health England Centre Directors and TDA representatives and “other sector” speakers.
- Broad themes include
  - Leading clinical services in an uncertain future
  - Leadership across functional and organisational boundaries
  - Leading innovation and cultural change
  - Clinical leadership behaviours.

Learning methodology

The programme will use the mixture of learning methodologies to optimise participants learning transfer and impact in the workplace, including:

- Feedback-intensive programme to accelerated focussed leadership development.
  - Reputational feedback - NHS 360 with trained NHS facilitator feedback
  - Self-awareness feedback – Personality Psychometric Instrument– these multiple approaches to developing further self-awareness will be consolidated by a one-to-one sessions with permanent programme facilitators (who are trained, accredited, and licensed executive coaches)
- Worldclass speakers throughout the programme to provoke and broaden perspectives and build confidence in leadership as a process
- Leadership project – participants are expected to be leading part or whole project back in workplace involving changes and improvement in systems which support patient care and quality (see below)
- Online leadership modules – participants will be expected to complete a minimum of three out of twelve modules from the NHS Leadership Academy Edward Jenner programme
- Outdoor experiential element - an experiential element/on most modules to reinforce real learning transfer throughout the programme
- Personal reflection and action planning sessions
- Action Learning and Team Coaching Clusters – focussing on real isssues of leading high performing teams, developing coaching cultures and integrating learning from the programme
- On-line learning platform. Participants will have password access for the duration to all programme materials and resources, and the ability to upload resources for shared learning with other participants.

A number of helpful evidence based academic frameworks will be offered on the programme to afford a common and consistent approach to professional development. A key reference point, will be the Leadership Framework published on behalf of the NHS Leadership Academy (see below).
The Leadership Project
Participants projects will need to be an aspect of their current or expected responsibilities for leadership. The project should include one or more of the following:
- Elements of service improvement across a clinical service/s and the system
- Responsible for (a) clinical pathway(s) and/or service(s)
- Service redesign
- Cross boundary working with external organisations or at minimum significant cross department working
- Service integration – possibly with social care
- Collaborative working between two or multiple teams.

Benefiting from the project links with the programme-
- The Programme learning community will act as “critical friend” providing input and suggestions to individual participants during their project. Co-Coaching and Team Coaching Clusters will provide repeated opportunity to link programme learning to these project responsibilities;
- Intensive feedback on self and impact on others will provide emotional intelligence learning on behavioural aspects of leadership practice; at least one structured participant “project consultancy” workshop will be run on one of the modules; leaders presentation skills workshop will assist participants to craft appropriate frontline messages and communication strategy/approach.
- Each participant will need to enlist a Project Mentor/Buddy back at work to provide active thought partnering and providing support to the participant.

Programme facilitation / faculty / speakers
There will be two permanent co-facilitators present throughout the programme –
Jim Hanbury and Jane Keep – see below.

Jim Hanbury MA, A.C.I.S., PG Dip, PG Dip, FinstLM.
Jim is the overall programme director and is passionate about creating effective learning environments. Jim was Director of Leadership South West at the University of Exeter Business School in the Centre for Leadership Studies. Since 2009 he has been Programme Director for the NHS SW Aspiring Top Leaders Programme. Before becoming a full time leadership development practitioner and executive coach ten years ago he held a range of management roles in multinational companies. Jim has an MA in Leadership Studies, is a qualified Chartered Secretary and holds qualifications in Management and Psychotherapy. He is an experienced executive coach and coach supervisor. He believes in the positive impact of high quality leadership development and is particularly interested in improving the quality of conversations to help leaders run high performing teams in any environment.

Dr Jane Keep, PhD, MSc, Mphil, FCIPD, MIC, CMgr, FCMI
Jane is a strategic, practical and hands-on Organisational Development professional with an extensive background gained across Organisational Change, Leadership Management & Personal Development, Board Member & Executive Coaching and Employee Engagement across the Healthcare sectors for 34 years. Jane has particular expertise in: - sustainable behavioural change of Leaders and Managers; designing and
implementation of cultural and values-based programmes; dealing with deep rooted behavioural issues at work; health and wellbeing at work to support resilience. Jane also runs as a coach, coach supervisor, and works with NHS organisations to implement a coaching culture amongst managers. Jane also writes, and undertakes research in NHS, Public Sector and Voluntary Sector organisations. Jane currently is a Senior Lecturer at HSMC, Birmingham University, an Associate, CIHM, Leeds University, and works part time in an NHS organisation as a manager.

A range of professors will join us for master-class sessions. The following are indicative only;

**Professor Jonathan Gosling Currently holds Chair in Leadership Studies at Exeter.**
He co-founded, with Henry Mintzberg, a new approach to management education, the International Masters in Practising Management. Professor Gosling has published articles in Harvard Business Review, Sloan Management Review, Leadership, Management Learning, Academy of Management Learning and Education. Professor Gosling advises several companies, international agencies and government departments on their leadership-related issues. In 2009 Professor Gosling became a Distinguished Visiting Professor of Leadership Development at INSEAD, France, where he will continue research into experiential methods in leadership development. He has been Visiting Professor at McGill University, Quebec, and at Lund University, Sweden.

**Professor John Bessant from University of Exeter.** He currently holds the Chair in Innovation and Entrepreneurship at Exeter University where he is also Research Director. In 2003, he was awarded a Fellowship with the Advanced Institute for Management Research and was also elected a Fellow of the British Academy of Management. He has acted as advisor to various national governments and to international bodies including the United Nations, The World Bank and the OECD. Professor Bessant is the author of over 20 books and monographs and many articles on the topic and has lectured and consulted widely around the world.

**Professor Michelle Ryan** is a Professor of Social and Organisational Psychology. Michelle has uncovered the phenomenon of the glass cliff, whereby women (and members of other minority groups) are more likely to be placed in leadership positions which are risky or precarious. Research into the glass cliff was short listed for the Times Higher Education Supplement Research Project of the Year in 2005 and was named by the New York Times as one of the ideas that shaped 2008.
Exeter Leadership Consulting

Exeter Leadership Consulting works with healthcare clients to increase performance by improving the quality of conversations across the internal and external boundaries and by assessing and developing leadership capability and capacity in organisations. We have just completed the third year of the Aspiring Top Leaders Programme in the South West. We provide an executive coaching practice for management staff in the NHS and have also facilitated and assisted the design of other NHS Leadership programmes run by the University of Exeter Business School. Our programmes are grounded in strong evidence based academic discipline and solid theoretical frameworks. We concentrate on developing the practical ability of participants to lead high performing teams and equipping leaders to be more effective members of work teams in general. A feature of our programme, valued by previous delegates, has been exposure to leadership and management from non-health settings. We have been particularly successful in bringing together clinical and nonclinical leaders from different parts of the system. The sense of engagement, community and fun amongst participants on Exeter Leadership Consulting Programmes is particularly strong.

Testimonials

What previous NHS participants said...

about the Exeter Leadership Consulting NHS programmes

I found the programme extremely powerful. Some of the exercises and speakers will stay with me for years to come. I definitely was taken out of my comfort zone but it was a safe and supportive environment.

Steve B, Assistant Director of Public Health

The programme exceeded my expectations. The most practical leadership course I have been on. I really enjoyed working with the tutors and the feedback sessions on the 360 and psychometrics were some of the best bits for me.

Caspar G, Consultant Ophthalmologist, NHS Acute Trust

The leadership exchange was the most memorable part of the programme. The action learning sets helped me move forward with some real leadership issues. I have an MSc in leadership already but found new insight and material in the course.

David B, Directorate Manager, NHS Acute Trust

This has been an inspirational course. My organisation is going through substantial change and I feel prepared to help steer it through this. Too much to list as memorable aspects of the programme but would single out the evening activities and the comradeship.

Ian F, Senior Medical Advisor

An excellent programme. I never expected to learn so much or anticipated how the learning from the course would change me so drastically as a future ‘inspired leader’.

Jane H, Business Manager, NHS Community Health Trust

The feedback sessions and one to one support and coaching from my tutor exceeded my expectations.

Sarah H, Mental Health Trust

I thoroughly enjoyed the course, the modules as opportunities for peer support, learning acquisition, fun and networking were fantastic.

Iain D, Chief Pharmacist, NHS Acute Trust

I am now a much more reflective and collaborative leader particularly on projects. I am also much more focussed on achieving our overall aims.

Trish C, Deputy Director of Nursing and Professional Practice
2014 Programme dates

Please note that there are 50 places available which will be run as two separate groups of approximately 20-25.

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<tr>
<th>Group 1</th>
<th>Dates</th>
<th>Venue</th>
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<tr>
<td>Induction module</td>
<td>Monday 28 April</td>
<td>River Dart Country Park, Dartmoor</td>
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<tr>
<td>Module 2 Residential</td>
<td>Wednesday 21 and Thursday 22 May</td>
<td>River Dart Country Park, Dartmoor</td>
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<tr>
<td>Module 3 Residential</td>
<td>Wednesday 2 and Thursday 3 July</td>
<td>River Dart Country Park, Dartmoor</td>
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<tr>
<td>Module 4 Regional Dialogue conference</td>
<td>Wednesday 24 and Thursday 25 September</td>
<td>Sandy Park, Exeter</td>
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<tr>
<td>Module 5 Residential</td>
<td>Wednesday 5 and Thursday 6 November</td>
<td>River Dart Country Park, Dartmoor</td>
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<tr>
<td>Final presentations and celebration day</td>
<td>Wednesday 17 December</td>
<td>River Dart Country Park, Dartmoor</td>
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<thead>
<tr>
<th>Group 2</th>
<th>Dates</th>
<th>Venue provisionally held</th>
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<tbody>
<tr>
<td>Induction module</td>
<td>Wednesday 30 April</td>
<td>River Dart Country Park, Dartmoor</td>
</tr>
<tr>
<td>Module 2 Residential</td>
<td>Tuesday 3 and Wednesday 4 June</td>
<td>River Dart Country Park, Dartmoor</td>
</tr>
<tr>
<td>Module 3 Residential</td>
<td>Wednesday 16 and Thursday 17 July</td>
<td>River Dart Country Park, Dartmoor</td>
</tr>
<tr>
<td>Module 4 Regional Dialogue Conference</td>
<td>Wednesday 24 and Thursday 25 September</td>
<td>Sandy Park, Exeter</td>
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<tr>
<td>Module 5 Residential</td>
<td>Wednesday 19 and Thursday 20 November</td>
<td>River Dart Country Park, Dartmoor</td>
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<tr>
<td>Final presentations and celebration day</td>
<td>Tuesday 13 January</td>
<td>River Dart Country Park, Dartmoor</td>
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How to apply

The application process and allocation of places for this programme will be managed by the NHS Leadership Academy, Leadership South West. Please follow the process and key deadlines outlined to you in the correspondence accompanying this brochure. Please note there will be two separate groups with separate dates. You are welcome to nominate which of the two sets of dates you prefer. We will try to accommodate your choice but it cannot be guaranteed.

Further information

For further information and an informal chat on the programme itself and your learning needs and objectives please ring or email either

Jim Hanbury, Programme Director, MD Exeter Leadership Consulting
Jim.hanbury@exeter-leadership-consulting.co.uk
Mobile: 07702244134

or

Jane Hadfield Assistant Director HR&D, Head of Learning & Development
Human Resource & Development Directorate
North Bristol NHS Trust

Telephone:
Direct Dial: 0117 3238236
Secretary: Helenna Boucher 0117 323 8224