



“ Leadership is the art of mobilizing others to want to struggle for shared aspiration ”

Jim Kouzes and Barry Posner

The Leadership Challenge, Third Ed.

## Leadership Development Programme

### Our approach

Healthskills has been involved in developing leaders in healthcare since 1993. We aim to develop the leaders of today, as well as create leaders for tomorrow; leaders who will embrace transformational change

We work within and across the primary and secondary care sectors supporting leaders in both their personal development and in implementing innovative plans to transform services. Key to our approach in developing leadership qualities is recognising that:

- Individual and organisational learning are inter-linked
- All aspects of learning contribute to an individual’s development
- Flexibility is essential

We build the following principles into our tailored programmes to achieve this:

- Working in partnership with the client organisation in both the design and delivery
- Use of real-time organisational projects as vehicles for personal and group learning
- Flexible design that enables participants to make choices about their preferred learning pathway

### The NHS Leadership Qualities Framework

The NHS Leadership Centre published the Leadership Qualities Framework<sup>1</sup> which serves as a template for developing the kind of leaders needed to drive NHS modernisation.

Healthskills has worked extensively over the last year with the publishers of the **5 practices of exemplary leadership**. We have aligned the Kouzes and Posner (K and P) model with the key elements of the NHS Leadership Qualities Framework (LQF) – see figure 1 below.

The advantage of using the K&P model as a framework for the programme is that participants can focus their development plan on five key practices that underpin the NHS LQF qualities.

- Model the Way
- Inspire a Shared Vision
- Challenge the Process
- Enable others to Act
- Encourage the Heart

The strong links we have developed at Healthskills between the NHS LQF and K and P model enables all



Figure 1 5 practices of exemplary leadership - Kouzes and Posner

### Who would benefit from the programme?

Healthskills Leadership Programmes are directed at two key groups of potential clients.

- Practising clinicians who hold a leadership role in shaping service improvement and the effective management of teams to provide excellence in patient care.
- Positional leaders in Primary and Secondary care management teams who are not clinicians but are still instrumental in leading clinical change.

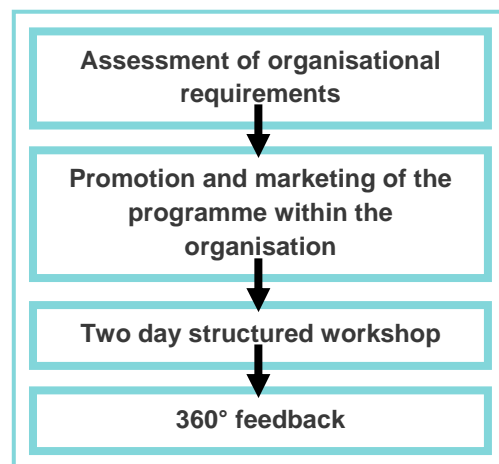
For further discussion about the Leadership Development Programme in your organisation, please contact our programme manager Lucie Gilbert on 0800 652 3322 or email [lucie.gilbert@healthskills.co.uk](mailto:lucie.gilbert@healthskills.co.uk)

participants to use a robust 360° assessment process to continue their personal development planning beyond the programme, whether through the K and P model or the LQF. Either way, this feedback will be provided as an integral part of the programme.

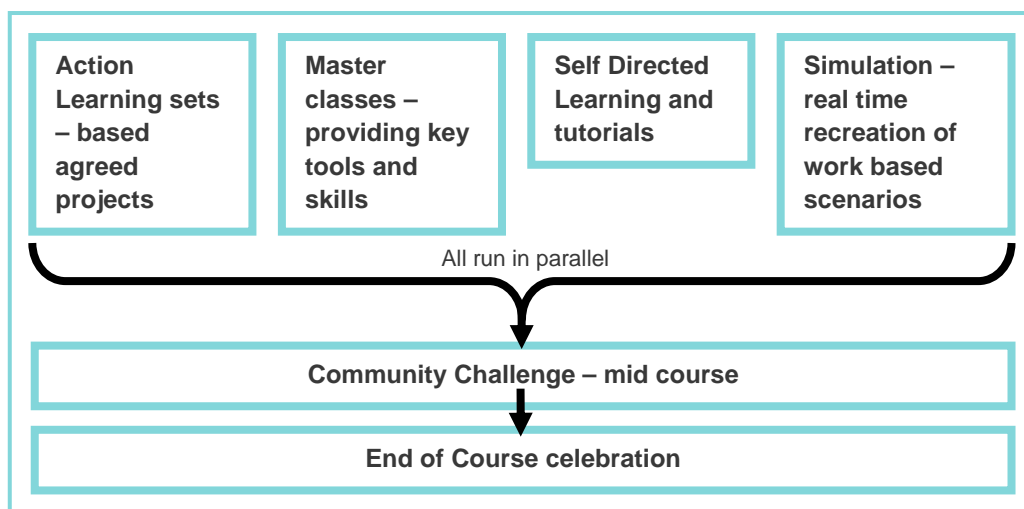
In parallel, we are also able to provide an academic qualification as part of the programme in collaboration with University of Teesside. Through a series of short assignments the programme attracts 40 credits at Masters Level and a

University Certificate of Postgraduate Professional Development.

### The Framework – Introduction



### The framework - Main Programme



The strength of our Leadership programmes is that they are:

**Flexible:** Meeting a wide range of client needs and situations.

**Practical:** Learning sets are based around real-time negotiated projects which are actually delivered to benefit the client organisation.

**Action based:** Using simulation to recreate work-based scenarios. Leadership behaviours can then be analysed and used to provide structured feedback.

**Evidence-based:** Using a structure that is well proven and validated.

**Empowering:** Centred around individual development and critical to workforce development.

**Outcome driven:** More than a theoretical understanding, they provide a problem solving approach working with real time issues.

We would be pleased to provide third party testimonials on request from client organisations that have benefited from our Leadership Programmes.