

# Leadership Development Programme

Brochure 2010



*begin with the end in mind*



## 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** - there should be a positive, short-term impact for an organisation from the investment that they make in developing individuals. One of the outcomes of personal learning must be related to tangible service and/or organisational improvement. Organisations must be able to see funding for training and development as an investment and not a cost.
- **All aspects of learning contribute to an individual's development** - individual learning styles and

circumstances mean that different learners will benefit in different ways from each element of a learning programme. For example, some value interaction with people; some learn best from tutor input and others learn best from group discussion with colleagues.

- **Flexibility is essential** – the motivation and circumstances that drive each individual to seek personal development are different. We seek to provide a framework that enables individual choice. For example, some are pursuing a career in management; others are looking to underpin their developing team leadership role as a clinician. Some learners will seek a recognised management qualification as an outcome, others won't.

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 of the programme

#### 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)



- 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.

It is a focal point for development within the NHS and forms the basis of our Leadership Development Programmes.

### Five Practices of Exemplary Leadership

Healthskills has worked extensively over the last year with the publishers of the **5 practices of exemplary leadership**<sup>1</sup>. We have aligned the Kouzes and Posner (K and P) model with the key elements of the NHS Leadership Qualities Framework (LQF) – see figure 2 below.

The K and P model includes a self assessment process identifying specific areas for development which enables leaders to improve their level of competence within the NHS LQF Framework.

Within the programme the self assessment process forms the basis of a

### NHS Leadership Qualities Framework

The NHS Leadership Centre published the Leadership Qualities Framework which serves as a guiding template for developing the kind of leaders needed to drive NHS modernisation (figure 1 below).



Figure 1 The NHS Leadership Qualities Framework

This looks at leadership qualities and competencies within three key areas:

- Setting direction
- Delivering the service
- Personal qualities



Figure 2 5 practices of exemplary leadership Kouzes and Posner

personal action plan which each participant creates at the outset. The personal action plan informs the detailed design of the programme.

Leaders who have already completed the NHS LQF assessment process can use those results to shape a personal action plan within the Healthskills programme. They do not need to repeat the assessment process unless they see benefit in so doing.

The strong links we have developed at Healthskills between the NHS LQF and K & P model enables all participants to use the NHS 360<sup>o</sup> assessment process to continue their personal development planning beyond the programme.

The advantage of using the K and 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.

The five Practices of Exemplary Leadership underpin all our programmes but allow total flexibility as the model can be adapted to suit most situations.

The practices are derived from a basic philosophy which has been expressed as follows:

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

*Jim Kouzes and Barry Posner  
The Leadership Challenge, Third Ed.*

The in summary five practices are:

***Model the Way*** – Clarifying your own values and aligning actions with those values

***Inspire a shared vision*** – Envision the future and enlist others in that vision

***Challenge the process*** – Search for innovative ways to grow and improve, experiment and take risks

***Enable others to act*** – Foster collaboration and strengthen others

***Encourage the heart*** – Recognise contributions, show appreciation and celebrate success

Programmes incorporate a full understanding of the above principles and apply them to current working practice.

They also incorporate a 360 degree evaluation of each delegate in terms of their own leadership competency. The strengths and weaknesses identified then form the basis of a structured programme for each individual where they receive feedback via a one to one coaching session and are then placed into Action Learning Sets, where facilitated learning enables individuals to focus on developing their overall competency.

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 whilst



delegates are encouraged to undertake a robust level of self-directed learning, they are also supported by assignment-led tutorials and key topic master classes which equip them with the tools and strategies required to deliver assignments at this level.

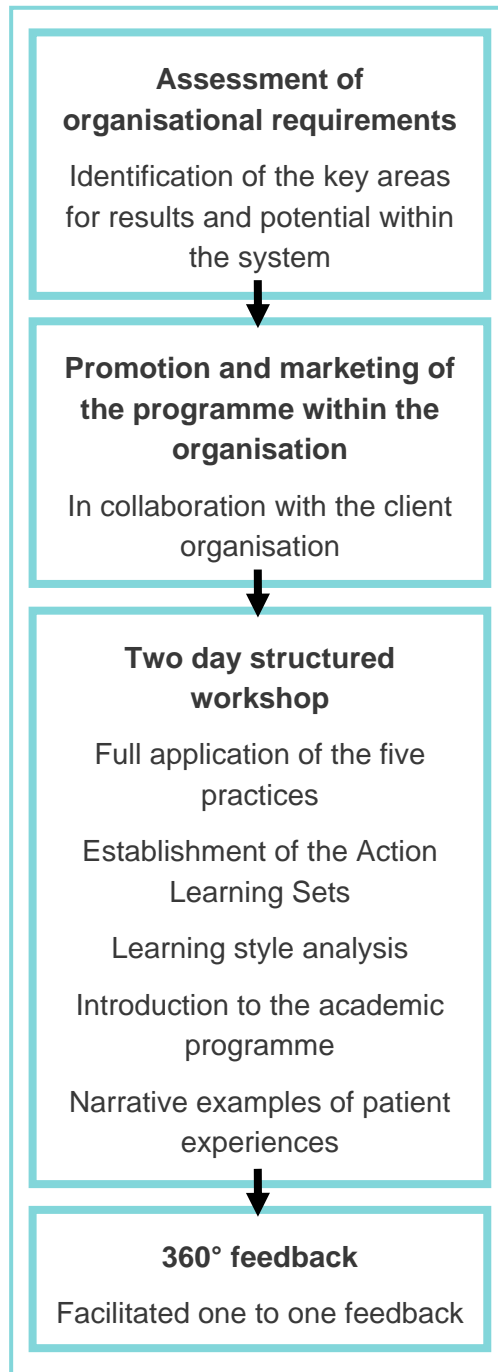
An e-learning platform is also available to all students via the University website.

### The Programme

We have developed tried and tested framework for leadership development with over 15 health and care organisations. Both individual organisations and clusters of organisations from a single SHA sector have benefited from the programme.

Whilst the framework and underlying principles are common to each programme; the detailed design is refined and adjusted to meet the specific contextual requirements of each client organisation and health economy, and individual learning styles and development needs.

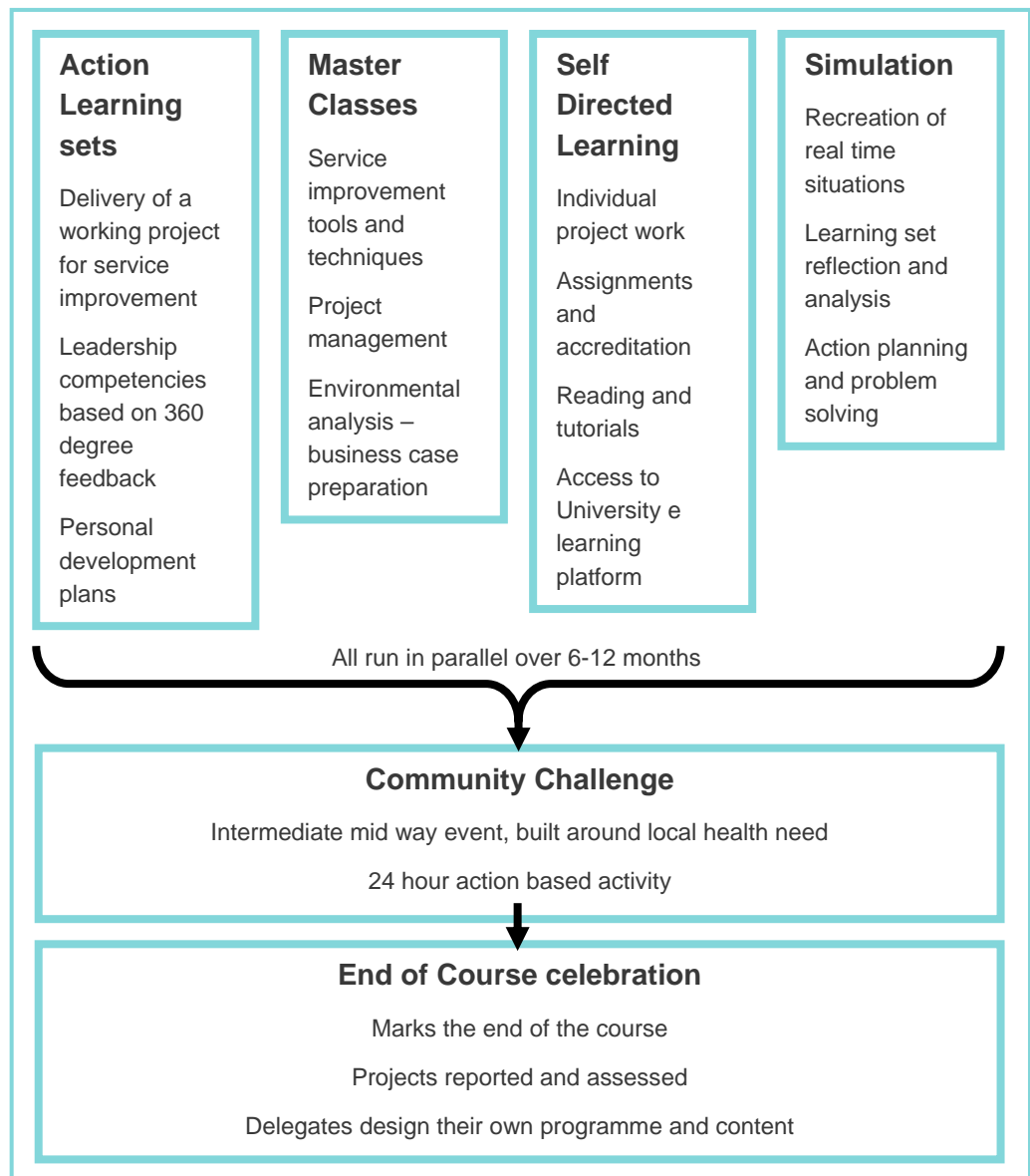
### The Framework – Introduction



“ The Leadership programme was a fantastic journey. It was like having a 'sat nav' on your dashboard, providing personal direction based on your Leadership style. ”

*Kelley Webb-Martin  
Tower Hamlets PCT*

## 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** - Based around projects which are actually delivered to benefit the client organisation

**Action based** - Using simulation and learning sets to recreate and learn from actual situations. 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.



**Academically robust** - Programmes are accredited by the University of Teeside, leading to a University Certificate in Post-graduate

Professional Development (UCPPD) in Effective Leadership for Health Service Improvement attracting 40 CATS points at Masters Level.

### Case Study

One significant outcome from a recent programme concerned the development by one of the learning sets of an intranet based signposting system for health professionals using the services of the PCT.

All related provider services were contacted and asked to complete a template outlining the service they offered including access details, waiting lists, and referral systems. Access to the database was then routed through a central point allowing up to the minute information for any healthcare professional wishing to refer a patient to any service. The website has continued to be updated and expanded providing a lasting legacy for the learning set and an ongoing resource for the PCT.

### Individual experiences

*“The clinical leadership programme came along at the right time; it gave me the opportunity to gain a thorough understanding of clinical leadership from a personal and a service delivery perspective. It has allowed me to develop my own leadership skills, which I am now using to review, develop and expand my service. The course gave me the confidence to believe in leading with a clear direction and encourage others to follow and how it can have a dramatic effect on service delivery in the NHS.”*

**Alex Hadayah**  
*Community Rehabilitation Manager, Tower Hamlets PCT*

*“The Empowering Leadership Programme has provided me with a framework in which to build my skills upon, and as a result has given me self assurance and confidence in my abilities as a leader. I feel participating on the course is now helping me to search for opportunities by seeking innovative ways to change, grow and ultimately improve services for clients.”*

**Sarah Martin**  
*Administration Manager, Wakefield Integrated Service for Substance Misuse*

*“Clinical leaders have a key role to play in delivering improvements in the patient experience; designing services to meet the needs of patients and championing excellence in customer care. I am delighted that our clinical leadership programme is delivering real outcomes in improving patient care and in developing the skills and confidence of our staff. Tower Hamlets PCT is committed to ensuring the success of this programme and sharing our learning with other NHS organisations.”*

**Alwen Williams**  
*Chief Executive, Tower Hamlets PCT*

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

### Reference

1. Kouzes J. M. and Posner B. Z. (2003) The Leadership Challenge Wiley



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