

NHS Employee Waiting List For Popular Senior Leadership Programme



East Lancashire

Background

This senior Leaders programme has been running for 4 years and covers the process outlined our Ministry of Justice (MOJ) proposal. Some 170 managers from a total staff of 7,000 at the Trust have now completed the programme. There is currently a waiting list for this programme and is the only development intervention at the Trust that has a waiting list!

On-going Solution

1 week prior to the Development Centre all 'delegates' are sent an information booklet outlining what the programme is all about including what a Development Centre is all about and details of each Master Class via a copy of the day programme. The Development Centre kicks off the programme and contains a range of exercises such as Real Play, a Group exercise In-Tray and Team exercise.

Each exercise is designed to identify individuals' strengths and development needs against the key competencies shown in the NHS Leadership Qualities Framework. The delegates also have 3 questionnaires to complete – Edgar Scheins Career Anchors, a Self-completed 'Where am I now' leadership questionnaire and at the end of the Development Centre we ask them to complete a 'Reflections' questionnaire.

This asks them to consider how well they think they have done in the individual exercises, what they might do differently and to look at what they believe are their individual leadership strengths and development needs. We use 4 Facilitators to observe and gather evidence around the individual's performance at each exercise. All competency areas are covered at least twice on the day and each delegate is seen by each facilitator at least once. Facilitators complete detailed marking guides. All this information is gathered and a 27 page development report produced for feedback.

Each delegate then receives face to face feedback on their report (about 11/2 hours) and a Leadership Development report is produced for the Individual to action. From this plan, after a period of reflection, any issue or issues identified as key by the delegate are actioned and supported by coaching sessions. Up to four 2 hour sessions are available, though if the issue is covered after say 1 session then the coaching is deemed to have been completed. At least 1 session is face to face but other options are explored, dependent on Individual requirements, that may include online or telephone coaching amongst other methods.

Included in the programme are 3 x 1 day Master Classes:

- 1- Orientation (This covers Leading Ourselves and Leadership Skills)
- 2- Transformation (This covers dealing with change and working with others)
- 3- Completion (this is about achieving excellence and developing capability)

Each Master Class is also designed to cover several of the key competencies that have been identified from the Leadership Qualities Framework and indeed all competencies are covered across the three Master Classes. The Master Classes are very interactive with numerous individual and team based exercises but underpinned by key models and good practice. Belbin, Myers Briggs, Honey and Mumford are more traditional approaches used but the work of Leadership 'gurus' such as Steve Ratcliffe, Peter Drucker, Tom Peters and many others are explored and used in each class.

At the end of the third Master Class the cohort sets up and explores working as a Leadership Action set. Their first session is facilitated by one of our team but they are then, as leaders, left to continue the process themselves. The Trust identifies a key Transformation/Change project for the 'Leaders' to work on and action themselves, normally directly to the Chief Executive.

The whole programme is evaluated at periods with evaluation reports produced for the organisation and at the end of each year a generic organisational report is produced outlining generic strengths and development needs of programme participants.

Kernow Clinical Commissioning Group 

A Guided Discovery Approach Leads The Way In Cultural Change

Background

We're currently working with the whole organisation (circa 200 staff) at Kernow Clinical Commissioning Group to support their leaders and employees through cultural change. This has begun by us using **Insights Discovery** with all staff – the feedback from these sessions is that 100% of delegates would recommend it to a friend/colleague/family member.

Impact

Management and employees get a greater understanding of themselves and what their preferences for working are, gain a better understanding of colleagues and how to work with them more effectively, and provides a common language around personality and behaviours which they can build upon.

In addition, we are running a **Leadership Programme** and a **Personal Success Programme** for any member of staff that wants it – and 4 cohorts have just started.

The main cultural change is about changing the style of leadership from command and control to being more disseminated. This includes encouraging a greater sense of taking responsibility and empowerment amongst staff. We are also using **Motivational Maps** with them so we will be able to see what their change index is (measure of risk aversion). This will help plan further interventions and communications. The whole programme is in the context of change management.

What Others Have To Say:

"When I was first asked to complete the Insights questionnaire I was a little sceptical as to the value of such a process. When the results came back I was amazed at the accuracy of the personality profile it provided.

We were expertly facilitated through a series of team exercises which both highlighted the different personality traits as well as offering techniques for effective communication between the these. An engaging and invaluable tool to help understand and develop effective teamwork and success within an organisation.

When I took part in the Insights programme, I was the part-time sales manager within our organisation. I have since taken over ownership of the hotel and now manage two other properties. The grounding I received during the Insights training without doubt gave me a solid understanding to go from employee to employer, responsible for over 150 staff."

Peter Neil, MD, Oyster Hotel Group

"I was taken aback by the fact that the feedback I got **Motivational Maps** was uncannily accurate! Further consideration of that then gave me a real understanding as to why I do the things I do and why I am drawn to certain activities and not others. I was also pleased to note that my Motivation Score showed I was well motivated however the real trick was to keep it that way through all the changes we were going through as a company.

By really understanding what motivates me, and conversely what can de-motivate me, I have been able to do just that. This is undoubtedly a valuable and, moreover, powerful tool that gives real insight in return for very little investment of time or money. I am sure you will be equally impressed by the results."

Steve Miles, MD, Upton McGougan