



System Leadership
Development
Programme
2023/2024

Introduction

The leadership development programme is for aspiring and current leaders in partner organisations and client organisations. It has been designed with specific reference to:

[‘We are the NHS: People Plan 2020/21- Action for all of us’](#)

Why are MIAA providing this bespoke development programme to partner organisations and clients?

This is a practical development programme grounded in tested leadership theory. We believe that if staff learn together and share ideas across teams and functions, we will become better at what we do.

We are launching this value added offer for all clients with one free place available per client. However, places in this cohort are limited to 12 so please book as soon as possible.

One coaching session of 1.5 hours to support delegates will be delivered remotely. Coaching will be virtually delivered.

Supporting leadership aspirations

“Throughout my career, I’ve always believed that inspiration and positive influence were at the heart of good leadership and that these attributes, more so than position or power, are the qualities and skills that we should strive to develop in our teams.

“I’ve been fortunate to have experienced a great number of leadership programmes in the NHS, both as a recipient and as a provider and I can honestly say that this programme that we have nurtured and developed in MIAA is amongst the best I’ve seen. As a coach myself, I’m thrilled that coaching skills and conversations are a key component of this initiative.

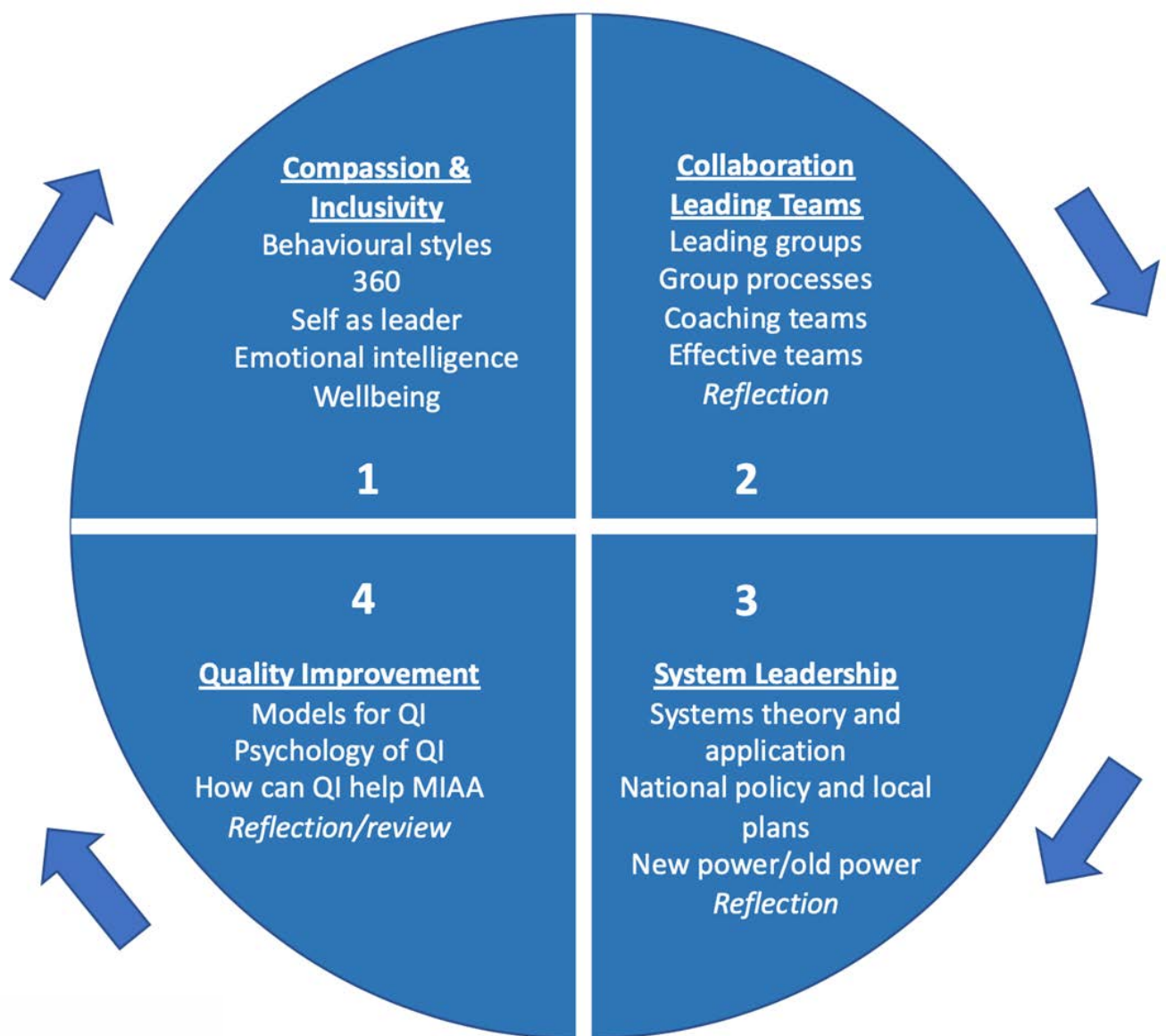
“For me, this is the key to securing our future workforce, to ensure we can promote this approach to others to play our role in securing a sustainable, inspirational and innovative workforce for our NHS into the future.

Chris Harrop, Managing Director
May 2023

Strategic Themes for Modules

The programme is modular consisting of four modules, and each module will be highly interactive, and a representative of the leaders from local trusts will be presenting and talking to delegates on each of the modules.

Modules are linked with a piece of follow up work following each one.



Introduction to the Programme

The programme is based on We are the NHS, People Plan 2020/21 and the new Emerging Leadership Frameworks across the NHS. Each module has clear references.

A partnership has been created for delegates with NWLA for this programme to enable 360-degree feedback.

It is a blended programme rooted in the values of the NHS, a programme that:

- Is experiential for participants to raise awareness of diversity and difference in a positive way.
- Provides an opportunity for learners to understand more about themselves through 360-degree feedback and behavioural style profiling.
- Gives learners a general context of the national direction of travel and leadership, strategy and associated plans.
- A context for applying leadership theory to operational and strategic work in the NHS.
- Provides a safe psychological space for challenging conversations.
- Develops self-compassion and compassion for others.
- Give learners an opportunity to hear system leaders as guest speakers and to listen to their leadership stories.
- Be curious about our wider system and system leadership. The programme will give delegates an opportunity to discuss how the new and emergent policy framework has impacted on our organisations, our own roles and patient care.

The Programme

1. Your Requirements

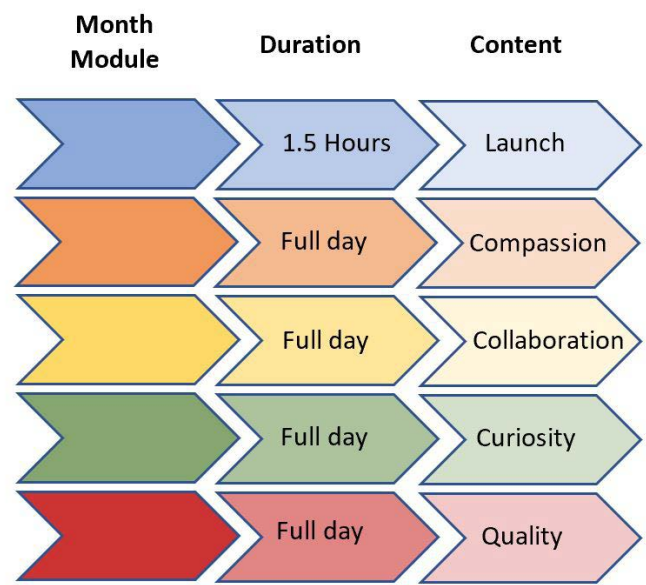
Following meetings with system leaders, the following programme has been designed to meet your needs as an aspiring senior leader. The programme is aimed at band 6 to 8A's.

The programme launch will be via MS Teams. On that session system leaders, supported by the programme designers, will introduce the programme, and provide an opportunity to ask questions and for delegates meet their other learners.

The programme consists of four modules. The modules are ideally 6 weeks apart. Modules will be face to face for a full day. The date is to be confirmed.

You will be expected to attend all modules. Between modules you will be expected to reflect on your learning and to build the network with your peers.

The programme is facilitated by Jude Goddard who is the OD partner with MIAA. Jude has significant experience working across the NHS. She is a professional coach, mediator and trained psychotherapist. She has been an Executive Director in the NHS, she works with NHS England and NHS Trusts across the country. Jude has facilitated this programme successfully three times previously.



2. Programme Overview

The programme is for a small cohort. This allows deeper exploration on issues of personal development and growth. The programme is intended to be a shift from more traditional learning and development and will ask learners to bring themselves into the sessions. We will cover up to date policy direction and share important new thinking on leadership, compassion, curiosity, and collaboration.

We have developed the programme around 4 key elements delivered in Modules 1-4 engaging participants and challenging their thinking, opening new ideas through current research and providing discussion and understanding. Psychological safety is paramount for the groups learning. All delegates will have a 121 coaching debrief at the end of the programme.

Module 1: Leading self, compassionate, and inclusive leadership in a changing system

Module 2: Collaboration, leading and coaching teams in a complex system

Module 3: Curiosity and system leadership

Module 4: Quality improvement & review, celebration and feedback

For information on each module please refer to the pages overleaf.

3. Programme Modules

Module One:

Leading self, compassionate, and inclusive leadership in a changing system

Objectives

- Identify and explore how your behavioural styles can make impact, and influence others, in the workplace
- Increase awareness of emotional intelligence and what it means for leadership of self and others and your own well being
- Provide a unique opportunity to meet others from across the wider system, increase your network and your support system
- Explore ideas of Compassion and Inclusivity and what it means to you and your leadership

The module will build on the 360 feedback to focus on leading self and will invite participants to consider their leadership styles, how to develop authentic leadership, look at bias and unconscious bias and the impact this has in their attitude and behaviour.

Focusing on compassionate and inclusive leadership (Professor Michael West) we shall discuss how all of us are involved in Compassionate Care, what it is and how it is manifested.

The module explores the concept of Emotional Intelligence (Daniel Goleman), how it is useful to us and what it means in our daily work.

Communication in the workplace using Transactional Analysis is another feature of this module.

Participants will be required to complete a short leadership development plan reflecting on Module One which will be reviewed at the start of Module Two.

We will also look at behavioural styles on both a personal level and how this may play out the organisation, and with system partners.

Reading/ ideas List

Goleman D, Social Intelligence: The new Science of Human Relationships, 2007

Goleman D Ted Talk - [Strategies to become more emotionally intelligent](#) 2017

West M, Professor [Compassionate and Inclusive Leadership](#) Kings Fund 2019

Module Two:

Collaboration, leading and coaching teams in a complex system

Objectives

- Develop greater awareness of what makes an effective team, and what can derail it
- Explore the different phases of team development, identifying where you and your own team is now.
- Increase awareness of compassionate and inclusive leadership and how to make it work for you
- Team coaching skills, what are they and how do I use them?

This module draws upon work by Lencioni building on his ideas about high performing teams. We explore what makes a high performing team and the way it is based on trust and inclusion. The module examines how we can identify and collectively own, share and shape our aims and results.

Participants will also examine Tuckman's theory of group development and focus on the work of Borrill and Michael West on effective teams in health care (Aston University 2001) Professor West's work on collaborative and compassionate leadership and team development (2019) is also a part of the content of Module Two.

This module will explore the use of coaching as an instrument for empowerment and change and provides some top tips on how coaching can be a powerful management tool and how we can use it to good effect.

This practical and engaging session offers useful tools and techniques for application in the workplace. Participants will be invited to apply one of the tools back in their team setting and to write a personal reflection of its impact.

Reading/ ideas List

West M, Professor [Compassionate and Inclusive Leadership](#) Kings Fund 2019

[The 5 Dysfunctions of a team](#), Lencioni P 2019

[Tuckman's Model of Group Development](#), 2019

[Coaching Teams Tips for Managers](#), 2021

[Unpacking system leadership](#), September 2021, NHS Confederation

[Integrated Care Systems Explained](#), making sense of systems, places and neighbourhoods, August 2022, Kings Fund

Module Three: Curiosity & System Leadership

Objectives

- Examine the current context of health and social care
- Explore what system leadership is and why we should develop it
- Provide an opportunity to examine the wider system and invite participants to look at the strategic impact of leaders at a system wide level as well as their part in MIAA
- Consider opportunities and challenges in developing a systems mindset, systems leadership and systems behaviours

This module will provide an opportunity to explore the difference between simple, complicated and complex issues that people working in health and care face, how to spot the difference and what to do about it. We shall use practical examples from health and social care over the recent years to inform discussion and learning.

Participants are invited to think about something they are currently working on (or have recently worked on) that could be undertaken using a system led approach.

We will explore the stories we tell ourselves and our colleagues and how we can generate

ideas for change outside of hierarchies and traditional reporting lines. This builds on Ideas of New Power, How Power Works in our Hyperconnected World: Jeremy Heimans and Henry Timms 2017

"We constantly remind ourselves that systems leadership is both art and science. It is the artist and scientist in each of us that determines how we respond to what we uncover through our practice of systems leadership". Heart of the Art: The Life of Living Systems. Characteristics of System leadership 2019: John Atkinson

Reading/ ideas List

Ganz, M - Why Stories Matter, [The Art and Craft of Social Change Health and Social Care White Paper](#) 2021

[The Dawn of System Leadership](#), Senghe, Hamilton and Kania Winter 2015

Jeremy Heimans and Henry Timms 2018 [Google talk, New Power](#)

The Kings Fund [System Leadership, where can our leaders' practice without breaking things?](#) Dec 2019

Module Four: Quality Improvement Skills

Objectives

- What is Quality Improvement (QI) in health and social care
- Explore QI models and approaches
- Touch on the psychology of quality improvement
- Review of learning and next phase of development

The first part of the session will focus upon QI and Plan Do Study Act (PDSA) cycle, measurement for improvement and how we can chart improvement, the measures can we use and how we know we are going in the right direction. We will talk about the International Institute for Health Improvement and the UK wide improvement story, @TheQCommunity, an initiative connecting people with health and care expertise, led by @TheHealthFoundation.

This module will provide an opportunity to build improvement skills and test how they apply to MIAA and its partners.

The second part of the session looks at the learning gained through the programme both as a group and as individual participants.

It is an opportunity to look at organisational culture and the impact the learning has had on culture from the leaders' perspectives.

During the module participants will identify one or more key system wide issues to pursue collectively and to agree on how further leadership development will take place to maintain momentum and develop further collaboration beyond the programme.

Reading/ ideas List

[Quality Improvement made simple](#), What everybody should know about health-care quality improvement, April 2021

[Learning from our improvement heritage](#), Helen Bevan 2017

[Mike Davidge, Measurement for improvement](#), The NHS Institute 2013

[Quality - the PDSA cycle 101](#) BMJ 2015




Module Four: Celebration and Feedback

The final session is to be a celebration of the programme as well as an opportunity for the delegates to share their learning with each other and provide feedback to leaders from the wider system. Delegates will be asked to provide a joint presentation they have prepared, and all delegates are expected to play a part in and contribute to it.

The aim of the session is for delegates to provide an overview of the programme as well as its constituent parts with particular emphasis on how the modules have begun to shape their practice and how it will impact on how they develop as leaders over time.

Practical examples are welcome as it is important to see development in action rather than as academic learning separate from the world of work.



'For me, personal and professional development stretches way beyond academic study. This programme was an example of how such great programmes like this can innovate, empower and develop our teams, especially our aspiring future leaders, to be the best versions of themselves they can be.'

I was privileged to observe the delegates grow throughout the programme, and witnessed the value to every individual through this initiative, as they drawn from their own strengths, and the strength of each other to design how they would tangibly make a positive difference in their workplace.'

Jenny Foster

**Head of Service, Finance Staff Development,
Liverpool University Hospitals Trust FT**

May 2023