 ***Programme Information Pack***

***Welcome to Ready to Lead***

NHS Greater Glasgow and Clyde continuing to provide better services and work collaboratively with partner organisations to improve the health of its communities presents a complex set of challenges for our frontline leaders.

Developing and enhancing leadership capacity and capability at every level of the organisation is crucial to meeting these goals.

A key outcome of *Facing the Future Together* is to ensure we develop leaders who have vision and imagination, who have a drive for positive change and a focus on engaging staff and patients.

***Ready to Lead*** aims to support our frontine leaders develop and grow their leadership skills and compentencies to support NHS Greater Glasgow and Clyde deliver its objectives.

***Ready to Lead*** is designed as an organisational investment to develop the senior management cohort of the future.

Directors in NHS Greater Glasgow and Clyde will be personally involved in delivering ***Ready to Lead*** and look forward to meeting you at some stage during the course of the programme



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 **Section 1 -** About ***Ready to Lead***

Each programme of ***Ready to Lead*** is made up of an agreed number of cohorts. Each cohort has 75 delegates from all parts of the organisation and is structured into 5 workstreams (or classes) of 15 delegates. Delegates will undertake the full programme in a workstream of 15 people from different locations allowing them to share experiences and develop their understanding of different organisational areas and their related challenges. Opportunities for all 75 delegates to come together and network will be provided.

***Ready to Lead*** is a blend of development approaches covering delivered training, empirical learning, an additional masterclass and workshops to help delegates with challenges in implementing their improvement project.

Delivered modules have been designed to develop a range of leadership competencies. These are:

|  |  |
| --- | --- |
| **Delivered Modules** | **Duration** |
| **Undertaking Ready to Lead – The NHSGGC Leadership Challenge** | **½ day** |
| **Module 1 - Leading Continuous Improvement** | **2 days** |
| **Module 2 - Leading Effective Teams – the Aston Team Journey** | **2 days** |
| **Module 3 - Emotional Intelligence** (includes Influencing, Resilience and Networking) | **2 days** |
| **Final session and masterclass of your choice** | **½ day** |
| **Personal Effectiveness Masterclass** | **½ day** |

 **Section 2 -** The ***Ready to Lead*** Improvement Project

**Identifying your Project:**

Transferring learning to work based practice is a crucial part of *Ready to Lead.*  You should identify an improvement project with your line manager that you will deliver as part of the programme. Improvement projects should be:

* Relevant as an improvement project to your role or area of practice
* Fully discussed and agreed with your manager
* Within your scope and remit to deliver

Delegates are expected to actively work towards implementing their identified improvement project during the timeframe of their Cohort although this may take longer. Undertaking the project is designed:

* To give delegates the opportunity to apply new skills and reinforce their learning.
* To demonstrate that applying new leadership and improvement skills will make a tangible difference to both your own performance and that of the organisation.
* To begin to grow an improvement culture where people are motivated and can contribute their skills to making things better both for themselves, their service and for patients.

**Deciding the size and scope of your project:**

The size and scope of your project is flexible however we encourage participants towards smaller areas of improvement that are within your span of control and that you can manage as an individual or with one or two others in your service area.

An alternative is where either you or your line manager have identified a larger improvement project with other groups and you can work collaboratively with other ***Ready to Lead*** delegates to achieve this.

A Project Initiation Document (PID) is available on the link below:

[**http://www.staffnet.ggc.scot.nhs.uk/Human%20Resources/Organisational%20Development/Ready%20to%20Lead/Pages/RTLAdditionalResources.aspx**](http://www.staffnet.ggc.scot.nhs.uk/Human%20Resources/Organisational%20Development/Ready%20to%20Lead/Pages/RTLAdditionalResources.aspx)

A completed PID (from a previous Ready to Lead participant) is also available here for further information

 **Section 3 - Additional Support Available**

Information to support you undertake your improvement project is provided in our introductory module - “Undertaking *Ready to Lead* – The NHSGGC Leadership Challenge”.

In addition the two day module “Leading Continuous Improvement” covers the skills and models you will use in improvement activities in more depth. This is further supported by the option of 2 x ½ day workshops structured around the issues or challenges you are facing as you implement your project

A range of web based tools and material is available on the OD Staffnet pages below:

**Change and Improvement:**

<http://www.staffnet.ggc.scot.nhs.uk/Human%20Resources/Organisational%20Development/Pages/Change.aspx>

A series of Podcasts, each lasting 15-20 minutes and covering the core tools to support LEAN improvement are housed here under: <http://www.staffnet.ggc.scot.nhs.uk/Human%20Resources/Organisational%20Development/Pages/LeadingThroughChange.aspx>

**On Line Leadership Academy**

*Ready to Lead* participants are also offered licence to our on-line Leadership Academy which houses guided access to a very wide range of the latest leadership articles and information available.

<http://www.staffnet.ggc.scot.nhs.uk/Human%20Resources/Organisational%20Development/Pages/LeadershipAcademy.aspx>

**Leadership Alumni**

Delegates to the programme are also able to become members of the NHS Greater Glasgow and Clyde leadership alumni – see link below for further information.

<http://www.staffnet.ggc.scot.nhs.uk/Human%20Resources/Organisational%20Development/Pages/LeadershipAlumnihomepage.aspx>

Further help and assistance is available from your OD advisor or local Head of OD

 **Section 4 - The Administration Process**

**Non Attendance & Cancellation**

Requests for ***Ready to Lead*** places are significantly higher than those available. It is essential all delegates selected for the programme plan their delivered modules taking holidays, backfill or other requirements into consideration. We understand that by exception circumstances will occasionally arise where cancellation is unavoidable. On these occasions cancellation must be supported and authorised by your line manager.

Notification of any cancellation or absence must be conveyed by email to [**lisa.donnelly@ggc.scot.nhs.uk**](mailto:katerina.bartakova@ggc.scot.nhs.uk) at the earliest opportunity. For short notice cancellation, in addition to an email, please telephone **07760 347496.** This allows us to update the module provider on numbers of attendees and avoid unnecessary time delays to sessions beginning etc. Reasons for cancellation are recorded and must be provided for reporting, evaluation and statistical purposes.

**Queries or Additional Information**

In the first instance speak with your local OD advisor or Head of OD unless the query is directly related to attendance in which case contact Lisa Donnelly as above.

**General Programme Information**

The following link will take you to additional programme information ie:

* Details of all module dates and venues for your workstream.
* Directions to venues
* Copies of administrative documents eg Project Activity Form
* NHS Greater Glasgow and Clyde Frontline Leadership competencies

<http://www.staffnet.ggc.scot.nhs.uk/Human%20Resources/Organisational%20Development/Ready%20to%20Lead/Pages/RTLAdditionalResources.aspx>

**The Reflective Diary**

Delegates will be supplied with a Reflective Diary Manual designed to house all information provided during the programme and encourage time to reflect on and apply their learning from each module.

 **Section 5 - What you should do next**

**6.** Ongoing attendance at each of the ***Ready to Lead*** modules and undertake your improvement activity

**5.** Complete regular progress reviews with your line manager

**7.** Ongoing development in the ***Ready to Lead*** initiative should be captured and reflected in your PDP

**8.** Discuss capturing your imrpovement activities in your service objectives

**\*3.** Complete and return **The Commitment Form** identifying and indicating the title of your improvement activity

**\*\*4.** Complete the **Improvement Activity Form** to bring with you to first module “the Context of ***Ready to Lead***

**2.** Review this ***Ready to Lead*** information pack

**1.** In collaboration with line manager discuss and agree key learning objectives for the programme

**Addtional Support**

 **Section 6 - *Ready to Lead* - Module Descriptors**

Detailed descriptors of the three delivered modules of ***Ready to Lead*** ie:

Leading Continuous Improvement - <http://www.staffnet.ggc.scot.nhs.uk/Human%20Resources/Organisational%20Development/Ready%20to%20Lead/Pages/RTLLeadingContinuousImprovement.aspx>

Emotional Intelligence - <http://www.staffnet.ggc.scot.nhs.uk/Human%20Resources/Organisational%20Development/Ready%20to%20Lead/Pages/RTLEmotionalIntelligence.aspx>

Leading Effective Teams - <http://www.staffnet.ggc.scot.nhs.uk/Human%20Resources/Organisational%20Development/Ready%20to%20Lead/Pages/RTLLeadingEffectiveTeams.aspx>

Along with additional module related material are provided on the link below:

<http://www.staffnet.ggc.scot.nhs.uk/Human%20Resources/Organisational%20Development/Ready%20to%20Lead/Pages/RTLAdditionalResources.aspx>

Each is mapped to the KSF, NHS Greater Glasgow and Clyde and NHS Scotland Leadership Competencies to support individuals and their managers in development discussions.