

**Leading for the Future**

A package of leadership & management development for those in senior leadership roles across health, social care and partner organisations

Information for line managers of applicants interested in joining the 2018 Cohort 9

# Leading for the Future

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### Purpose of this document

This document provides a brief outline of ***Leading for the Future*** for line managers of potential participants in the 2018 cohort. The ninth cohort is due to commence in April 2018. Since 2009-10, we have run eight cohorts involving over 850 participants from across Health Boards, Local Authorities and a number of other Public Service organisations.

Those interested in applying for the 2018 cohort must submit a completed application form, including a supporting statement from their line manager, by **24th January** 2018 to their respective organisation lead (see page 6) to meet the final national deadline for applications of **Wednesday 31st January 2018**. The line manager statement *pro forma* is attached at the Appendix.

### What is it all about?

Building leadership capacity and developing leaders’ capabilities across the system are central to ensuring that we can achieve the Scottish Government’s *2020 Vision* for health and social care as well as wider public services reform.

As part of the contribution to building capacity, ***Leading for the Future*** is an innovative package of leadership and management development which has been designed specifically for those in senior leadership positions in health (both clinical and non-clinical) and social care. It is run in partnership across Health Boards, Local Authorities and Public Service organisations in Scotland.

There is increasing complexity across the health & social care system and all parts of the public services. This complexity impacts upon the kinds of challenges facing leaders across the system as well as on how they need to fulfil their roles. It is our belief that concepts such as ‘adaptive leadership’ have huge relevance and application in this context as the following quote from Heifetz & Laurie illustrates:

“Rather than fulfilling the expectation that they will provide answers, leaders have to ask tough questions. Rather than protecting people from outside threats, leaders should allow them to feel the pinch of reality in order to stimulate them to adapt. Instead of orienting people to their current roles, leaders must disorient them so that new relationships can develop. Instead of quelling conflict, leaders have to draw the issues out. Instead of maintaining norms, leaders have to challenge ‘the way we do business’ and help others distinguish immutable values from historical practices that must go.” [[1]](#footnote-1)

By drawing on public management theory, our intention is to help leaders both to make sense of as well as tackle the kinds of complex challenges they find themselves increasingly facing.

The approach recognises the diversity of those in leadership roles across health & social care and the wider public services. The richness of the learning will come from participants' interaction with their peers from across different organisations, different professions and diverse backgrounds. In this sense, we recognise that how we lead and work as leaders is changing – and this needs to be reflected in how we learn together and develop ourselves as leaders.

We describe ***Leading for the Future*** as a ‘package’ because it comprises several flexible learning and development elements. The emphasis is on enabling leaders to put theory into practice by applying it to their live leadership challenges. This is in line with latest thinking about how we should be developing and sustaining the development of leadership across the system.

The evaluation feedback from all cohorts indicates that what many participants have found particularly useful is:

* The blend of support and challenge;
* The mix of theory and practice; and,
* The chance to learn and network with their peers from other organisations and professional groups.

### What are the aims?

The broad aims of ***Leading for the Future*** are:

* To provide a challenging development experience for those in senior leadership roles, focused around their leadership and management skills and behaviours, to enable their delivery of service objectives.
* To support the professional and career development of those in senior leadership roles across health & social care and partner organisations.
* To enable participants to handle complexity, to engage with the public, and to work more effectively in partnership across the health & social care system and wider public services.
* To build leadership capacity and facilitate networks for shared learning and exchange of good practice across the health & social care system and wider public services in Scotland.

The intention is that ***Leading for the Future*** works alongside local systems and complements local development provision, as well as local performance management arrangements, for those in senior leadership positions\*. The added value for participants is that they will be experiencing learning at a regional and national level, within a multi-disciplinary and cross-organisational group.

### \*Note: Namely, performance management for executive and senior managers, personal development planning and review for other groups of staff, as well as other specific performance appraisal processes such as those for doctors. Where appropriate, linkages are made to KSF (Knowledge & Skills Framework) and to the process of setting and reviewing objectives and leadership behaviours.What is involved?

The package of learning and development comprises three core elements over a 12-month period:

1. **On-line resources.** Access to on-line resources to support participants' wider exploration and learning about management and leadership.
2. **Development workshop & masterclasses.** The opportunity to access learning about a range of management and leadership topics through a specific development workshop and masterclasses.
3. **Modules and adaptive learning sets based around adaptive leadership theory and practice.** Each participant joins a cross-organisational group for three two-day modules between April and December. Each module provides learning around the theory of adaptive leadership and related theories[[2]](#footnote-2). Participants are expected to bring their live complex (‘adaptive’ or ‘wicked’) challenges into the facilitated adaptive learning sets and to put their learning of the theory into practice back in the workplace.

An overview of how the several elements in ***Leading for the Future*** fit together (April 2018 to March 2019) is provided in the diagram on page 6.

**1:1 Development (optional element)**

**Coaching / 360 Feedback / Myers Briggs Type Indicator (MBTI):** Access to 1:1 coaching, 360 Feedback and MBTI may be available for some participants in some of the participating organisations. This is an optional (i.e. not compulsory) element of the programme which may serve to complement participants’ learning and development on and beyond the programme. Some of the participating organisations have developed their own internal register of trained coaches. Participants from these organisations will have the opportunity to discuss their ongoing personal development requirements with their organisation’s lead contact and consider whether or not 1:1 coaching is a viable option. Any costs associated with this are the responsibility of the participant’s own organisation so must be agreed at local level.

**What is the level of commitment?**

As a line manager supporting a participant's application for this programme, we assume that you are supporting their full commitment to the programme requirements.

Participants are required to participate in **all three** core elements **and** to attend:

* **All six** scheduled days for the modules, i.e. three 2-day modules in April/May, August/September and November/December 2018
* **A one-day** Development Workshop (in June 2018)
* **Two one-day** Masterclasses (in October and November 2018) and a final 'consolidation' **one-day event** (in February/March 2018).

During the preparatory phase (February – April 2018), each participant will be expected to identify and agree their development goals with you, as their line manager.

If you would like to know more about the programme, please contact your local organisation lead or the Programme Lead, Graham Paxton ([graham.paxton@nes.scot.nhs.uk](mailto:graham.paxton@nes.scot.nhs.uk))

### Contacts in each organisation

***Leading for the Future*** is being delivered by a team of facilitators from across the organisations listed and NHS Education for Scotland Organisational Development, Leadership and Learning (see contacts below).

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| **Participating organisation** | **Lead contacts** | **Lead contact email** |
| 1. Highland Council | Louise McGunnigle | Louise.mcgunnigle@highland.gov.uk |
| 1. NHS Ayrshire & Arran | Jenny Copeland  Lorna Kenmuir | jenny.copeland@aapct.scot.nhs.uk |
| 1. NHS Borders | Kim Smith | kim.smith2@borders.scot.nhs.uk |
| 1. NHS Education for Scotland | Graham Paxton | graham.paxton@nes.scot.nhs.uk |
| 1. NHS Forth Valley | Morag McLaren | [morag.mclaren@nhs.net](mailto:morag.mclaren@nhs.net) |
| 1. NHS Grampian | Anne Inglis | anne.inglis@nhs.net |
| 1. NHS Greater Glasgow & Clyde | David Taylor | David.taylor2@ggc.scot.nhs.uk |
| 1. NHS Health Scotland | Della Thomas | della.thomas@nhs.net |
| 1. NHS Highland | Michelle Jeans | Michelle.jeans@nhs.net |
| 1. NHS Lanarkshire | Morag MacDermid | morag.macdermid@lanarkshire.scot.nhs.uk |
| 1. North Lanarkshire Council | Alison Jack | [JackA@northlan.gcsx.gov.uk](mailto:JackA@northlan.gcsx.gov.uk) |
| 1. NHS Lothian | Gerry Cavanagh | gerry.cavanagh@nhs.net |
| 1. Scottish Natural Heritage | Catherine Palmer | c.palmer@highlandhospice.org.uk |
| 1. National Services Scotland | Lynn Cowan | lynn.cowan@nhs.net |
| 1. National Waiting Times Centre | [Donna Akhal](mailto:donna.akhal@gjnh.scot.nhs.uk) | [donna.akhal@gjnh.scot.nhs.uk](mailto:donna.akhal@gjnh.scot.nhs.uk) |
| 1. NHS24 | Valerie Mutch | valerie.mutch@nhs24.scot.nhs.uk |
| 1. NHS Dumfries & Galloway | Linda Davidson | linda.davidson5@nhs.net |
| 1. NHS Fife | Joanne Rafferty | joanne.rafferty@nhs.net |
| 1. NHS Health Improvement Scotland (HIS) | Anne Lumsden  Catriona M Macmillan | [anne.lumsden@nhs.net](mailto:anne.lumsden@nhs.net)  [catriona.macmillan1@nhs.net](mailto:catriona.macmillan@nhs.net) |
| 1. NHS Orkney | Julie Nicol | julie.nicol@nhs.net |
| 1. Scottish Ambulance Service | Paul Bowtle | paul.bowtle@nhs.net |
| 1. Argyll & Bute Council | Jennifer Swanson | jennifer.swanson@argyll-bute.gov.uk |
| 1. Highlands & Islands Enterprise | Helen Herd | helen.herd@hient.co.uk |
| 1. NHS Tayside | Jenni Jones | jennijones@nhs.net |
| 1. NHS Western Isles | Deanne Gilbert | Deannegilbert@nhs.net |
| 1. NHS Shetland | Sally Hall | sally.hall13@nhs.net |
| 1. State Hospitals Board | Jean Byrne | jean.byrne1@nhs.net |

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| --- | --- | --- |
| NHS Education for Scotland, Organisational Development, Leadership and Learning (National Lead) | Graham Paxton | graham.paxton@nes.scot.nhs.uk |

**Overview of *Leading for the Future***



### Applicant’s Line Manager’s Statement in Support

|  |  |
| --- | --- |
| **Name of applicant:** |  |

I confirm that I support the application of the above-named applicant to participate in ***Leading for the Future*** in 2018-19. I understand the level of commitment required of this applicant in participating in ***Leading for the Future*** (including attending six module days, one skills workshop, two masterclasses and a consolidation event) and I am fully supportive of their full participation.

|  |  |  |  |
| --- | --- | --- | --- |
| **Name of line manager:**  **(please print)** |  | | |
| **Signature:** |  | **Date:** |  |

*Please give reasons (below) why you feel that this programme of leadership development is suitable for this applicant and how you envisage they will be able to apply the learning in their current role and for the benefit of the organisation.*

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Please ensure that you provide this signed statement of support in time to be included with the named applicant’s application form for ***Leading for the Future***.

1. Heifetz, R.A. & Laurie, D.L. (1997), “The Work of Leadership”, *Harvard Business Review*, Jan-Feb, pp 124-134 [↑](#footnote-ref-1)
2. The theoretical content of the programme is based on the work of: Ronald Heifetz, Keith Grint, Mark Moore, John Benington, Irwin Turbitt, Chris Argyris, and Peter Senge, amongst others. [↑](#footnote-ref-2)