

**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 potential participants:

2018/19 – Cohort 9

# Leading for the Future

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### What is it all about?

Building leadership capacity and developing leaders’ capabilities across the system are central to ensuring that we can achieve both 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 your interaction with your 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.

Quoting John Benington & Jean Hartley from Warwick Business School:

“…instead of starting leadership development with theory and then trying to apply it back into practice, it may be more effective to start with the practical challenges facing an organisation or network and then search for leadership theories and concepts which help the practitioners to make better sense of the complexity of the specific whole system” ….[[2]](#footnote-2)

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.

### Are you interested?

This document provides a brief outline of ***Leading for the Future.***The ninth cohort is due to commence in April 2018.

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.

In the words of three previous participants:

"*Leading for the Future* has had a dramatic impact on my ability to understand and cope with the demands of Clinical Leadership. I feel more confident in dealing with both tame and wicked issues. The support, networking and social aspects of the course have been invaluable and fun. I thoroughly endorse *Leading for the Future* to all in a leadership position; this is very high quality education, focused on your needs."

Dr Paul Davidson, *Rural Practitioner Skye / Clinical Director North and West Highland*

### “It was helpful to stand outside current work commitments and challenges and reflect on how 'getting on the balcony' to gain a wide view of organisational processes and the external environment can support effective decision making.

### Carolyn Fitzpatrick, Lead for Clinical Pharmacy and Prescribing, East Dunbartonshire CHP

“*Leading for the Future* has provided me with the confidence to address really complex work problems using adaptive leadership models that are academically sound and practically useful. I would strongly recommend it.

David Wylie, Podiatry Service Manager & Professional Lead, NHS Greater Glasgow & Clyde

### What is the availability of places?

For this ninth cohort, there are **96 places** in total available, with a *pro rata* number of places allocated for each of the participating organisations.

If you are interested in participating in this package of development, then please speak to the named contact for your organisation in the first instance (see list below) and complete the attached paperwork – “*2018-19 Application Process Checklist and Form*”.

The recruitment process is being run locally within each participating organisation, so please take note of the local deadline in your organisation which is **Wednesday 24th January**. The national deadline for applications to be received from participating organisations by the Organisational Development, Leadership and Learning team in NHS Education for Scotland is **Wednesday 31st January 2018**.

**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).

|  |  |  |
| --- | --- | --- |
| **Participating organisation** | **Lead contacts**  | **Lead contact email** |
| 1. Highland Council
 | Louise McGunnigle | Louise.mcgunnigle@highland.gov.uk |
| 1. NHS Ayrshire & Arran
 | Jenny CopelandLorna 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 |
| 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 |
| 1. NHS Lothian
 | Gerry Cavanagh | gerry.cavanagh@nhs.net |
| 1. Highland Hospice
 | Catherine Palmer | c.palmer@highlandhospice.org.uk |
| 1. National Services Scotland
 | Lynn Cowan  | lynn.cowan@nhs.net |
| 1. National Waiting Times Centre
 | Donna Akhal  | 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 LumsdenCatriona M Macmillan | anne.lumsden@nhs.netcatriona.macmillan1@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 |

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

### What are the aims?

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

* To provide a challenging development experience for those in senior leadership positions, 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 positions 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 your 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[[3]](#footnote-3). Participants are expected to bring their live complex (‘adaptive’ or ‘wicked’) challenges into the facilitated adaptivelearning sets and to put their learning of the theory into practice back in the workplace.

Participants are encouraged to complete a 360º feedback tool prior to or early on during the programme. For health & social care participants the recommended 360º feedback tool is based on the NHS Scotland Leadership Qualities Framework.

<http://www.knowledge.scot.nhs.uk/home/portals-and-topics/leadership--management/leadership-framework.aspx>

Guidance will be provided for other participants on suitable feedback tools. NB Arrangements for the process and completion of the feedback tool will be co-ordinated by your local organisation contact.

**What is the level of commitment?**

You must attend **all** of the scheduled days for the modules, the development workshop, and the masterclasses in order to achieve a certificate of completion.

During the preparatory phase (February-April 2018) you will be expected to identify and agree your development goals with your line manager. Support and guidance in shaping your learning experience to best effect will be available.

“I entered into the programme with a degree of scepticism that I might not learn anything new but, given the complex challenges associated with service change and my role, I needed something. The programme for me provided an insight and methodology on how to approach complex or wicked problems.

I used to think that I was in a role where I needed to be able to fix stuff. The programme has fundamentally changed how I approach wicked problems and my role in working to resolve these. I now approach situations knowing that there may only be a ‘good enough’ solution. This has been liberating in many ways – but mostly improving my confidence to tackle some really complex situations that otherwise would have rumbled on.”

Ian Aitken, General Manager, Medicine, Emergency Care and Rehabilitation Unit, NHS Forth Valley (2011 cohort)

An overview of how the several elements in ***Leading for the Future*** fit together (February 2018 to March 2019) is provided in the diagram on page 13. A brief outline of each element is provided below.

### Overview of the core elements

1. **On-line resources**

The first element of the package is the on-line resources which can be used both to support personal development as well as develop management / leadership skills. You will be able to identify your own areas of development and to work through these at your own pace. At the outset, you will be introduced to the on-line resources and guidance on how best to use the resources throughout the programme and beyond.

<http://www.knowledge.scot.nhs.uk/home/portals-and-topics/leadership--management/programmes/leading-for-the-future.aspx>

As the resources are hosted on the NHS Scotland Knowledge Network (the “Leadership & Management Portal”), you will need to have a current Athens account and password to access them. If you do not already have one, click here for details on how to register: <http://www.knowledge.scot.nhs.uk/login.aspx>

There are core on-line resources which have been designed specifically for participants of ***Leading for the Future***. This includes a programme induction pathway which will support you in your consideration of:

* ***Where am I now?*** The opportunity to access a range of self-assessment tools and approaches and set the scene for your development.
* ***Where do I need to be?*** The space in which to reflect on what you need to do, what you need to deliver in your role, or where you need to focus your development efforts and how to align this with your PDP.
* ***How do I get there?*** Providing information about the range of elements in *Leading for the Future* together with open access to a wide array of tools and information about management and leadership on-line.
* ***How am I doing?*** A learning log in which you can record your progress and make the linkages to your own PDP.

Please note that materials used during the programme modules will be available to download via the ***Leading for the Future*** pages on the Leadership & Management Portal.

You will also find a range of other resources available to you via the Leadership & Management portal which may be useful in developing your leadership and management practice.

1. **Development workshops and masterclasses**

The second element of the package comprises: one development workshop (in June 2018); two masterclasses (in October-November 2018) and a final consolidation event (in February/March 2019). These will provide participants with the opportunity to:

* Share learning with a more diverse group of peers from across the cohort;
* Practice your leadership skills further; and
* Hear from and engage with leadership experts.

**You will receive more details about the Development Workshop and the Masterclasses in March 2018 so that you can choose your preferred dates.**

Through participation in ***Leading for the Future*** there will also be access to other national resources, such as the *Leadership Links* and *People Connect*.

To access *Leadership Links*, you will need to register to use Turas Learn at <https://learn.nes.nhs.scot/>. You will be asked to create your profile. Once you have registered you can either find Leadership Links via the main landing page by clicking “Browse” – “Leadership and Management Zone” – “Leadership Links”; or via direct link <https://learn.nes.nhs.scot/1021/leadership-and-management-zone/leadership-links>. Here you will be able to access information about events, webinar recordings, and other event-related resources.

Register to use *People Connect* at <https://www.peopleconnect.scot.nhs.uk/Group/View/33>. You will need an Athens account for this.

After you have registered/signed in to People Connect, click “Search Groups”, search: “leadership” and choose “Leadership” option. This will bring up leadership links group. Join the group, and you will be automatically alerted to new messages via email, unless you manually stop this. In here you can also share thoughts, ideas, resources and learning with colleagues and partners across Scotland.

The “Getting started” link at the very top of the page guides you how to create your profile, how to start/respond to discussions and provides the link to further help and support in using People Connect.

1. **Adaptive leadership modules and learning sets**

# This third element will enable participants to learn with others, to share work experiences, and to network with people from other professions and geographic areas.

# The modules are a blend of theory input, group dialogue, skills practice, and adaptive learning. The learning format is highly experiential. Participants are introduced to concepts such as ‘adaptive leadership’[[4]](#footnote-4) and then encouraged and supported, through adaptive learning sets, to work through their ‘live’ work-based issues. Previous participants have commented that the added value is that the cohorts comprised participants from across the participating organisations.

# There will be 6 groups each of which will comprise either 12 or 18 participants. Each group will comprise members from across the participating organisations. In each group, there will be 2 or 3 adaptive learning sets each comprising 6 people and each working with one of the team of facilitators. See page 12 for details of the 6 groups.

There will be 3 two-day modules (in April/May 2018, August/September 2018, and November/December 2018) during which each group will work with their facilitators as a whole group and in their separate adaptive learning sets.

“I found the course very refreshing. One of the best courses I have attended. I thought that knowing that there are ‘wicked’ problems was enlightening and that managers don’t have to have the answer to everything was a breath of fresh air. The adaptive learning sets were excellent. I found that they took a bit of getting used to because as a manager you are so used to keeping complex or “wicked” problems to yourself – so sharing them and hearing other people’s stories was excellent. My only criticism was that it was too short. Another couple of sessions may have bonded the adaptive learning groups more and possibly created longer term relationships.”

Service Manager, NHS Board

**Accessing ongoing 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 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.

**Groups for the Modules and Adaptive Learning**

All groups listed in the table below are open to applicants from any of the participating organisations. Details (venues & timings) will be confirmed nearer the time.

**Please note:** by choosing a particular group, **you** **must be able to make all six dates** for the three scheduled modules.

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Group / Location** | **Facilitators** | **Possible places** | **Module 1 dates** | **Module 2 dates** | **Module 3 dates** |
| **Aberdeen** | Fiona Soutar (NHS Grampian) (lead)Scott Dunn (lead) (NHS Tayside)Michelle Jeans (NHS Highland)  | 18 | 29th – 30th May 2018 | 22nd – 23rd August 2018 | 28th – 29th November 2018 |
| **Edinburgh 1** | Gerry Cavanagh (lead) (NHS Lothian)Graham Paxton (NHS Education for Scotland)Eleanor Humphreys (NHS Education for Scotland) | 18 | 17th – 18th May 2018 | 23rd – 24th August 2018 | 15th – 16th November 2018 |
| **Edinburgh 2** | Sue Sloan (lead) (NHS Lothian)Della Thomas (NHS Health Scotland) | 12 | 1st – 2nd May 2018 | 20th – 21st August 2018 | 15th – 16th November 2018 |
| **Glasgow 1** | David Taylor (lead) (NHS Greater Glasgow & Clyde)Rachel Fishlock (NHS Greater Glasgow & Clyde)Caroline Burgess (NHS Education for Scotland) | 18 | 24th – 25th April 2018 | 7th – 8th August 2018 | 20th – 21st November 2018 |
| **Glasgow 2** | Lorna Kenmuir (lead) NHS Ayrshire & Arran Donna Akhal (Golden Jubilee Foundation) | 12 | 24th – 25th May 2018 | 23rd – 24th August 2018 | 21st – 22nd November 2018 |
| **Larbert**  | Liz Walker (NHS Forth Valley)Jenny Copeland (NHS Ayrshire & Arran)Isabel Lindsay (NHS Lanarkshire)  | 18 | 10th – 11th May 2018 | 3rd – 4th September 2018 | 22nd – 23rd November 2018 |

**Overview of *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. Benington, J. & Hartley, J. (2009) “Whole systems go!” – Improving leadership across the whole public service system, National School of Government, Sunningdale Institute, p.9 [↑](#footnote-ref-2)
3. 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-3)
4. Reference: Ronald Heifetz and others [↑](#footnote-ref-4)