# Future Leaders Programme

## Course Information 2022-23

**Course Calendar**

**August**

08 Aug 22 - Leadership for Clinicians On the Future Leaders Programme

15 Aug 22 - Leadership for Clinicians On the Future Leaders Programme

18 Aug 22 - Leadership for Clinicians On the Future Leaders Programme

22 Aug 22 - Personal Well-Being

**September**

06 Sep 22 - Effective Meetings

15 Sep 22 - Managing Challenging Conversations

19 Sep 22 - Effective Meetings

27 Sep 22 - Leadership in a VUCA Environment

**October**

03 Oct 22 - Effective Meetings

03 Oct 22 - Managing Imposter Syndrome for FLP Leadership Fellows

12 Oct 22 - Structure and Power Dynamics in Healthcare Systems

12 Oct 22 - Listening to Understand: Exploring Polarisation and Difference of Opinion

13 Oct 22 & 15 Dec 22 - Action Learning Sets

19 Oct 22 - Myers Briggs Step 1

21 Oct 22 - Building Skills in Assertiveness and saying "No"

**November**

02 Nov 22 & 04 Jan 23 - Action Learning Sets

08 Nov 22 & 15 Nov 22 - Writing for Publication

08 Nov 22 - Listening to Understand: Exploring Polarisation and Difference of Opinion

10 Nov 22 - Managing Imposter Syndrome for FLP Leadership Fellows

15 Nov 22 - Building Skills in Assertiveness and saying "No"

17 Nov 22 - Effective Meetings

22 Nov 22 - Myers Briggs Step 2

23 Nov 22 - Managing Challenging Conversations

29 Nov 22 - Presentation Skills

**December**

02 Dec 22 - Building Skills in Assertiveness and saying "No"

06 Dec 22 - Managing Challenging Conversations

08 Dec 22 - Presentation Skills

13 Dec 22 - Effective Meetings

13 Dec 22 - Listening to Understand: Exploring Polarisation and Difference of Opinion

**January**

05 Jan 23 - Listening to Understand: Exploring Polarisation and Difference of Opinion

09 Jan 23 - Presentation Skills

12 Jan 23 - Leadership in a VUCA Environment

17 Jan 23 & 14 Mar 23 - Action Learning Sets

19 Jan 23 - Introduction to Coaching (Coaching skills for FLPs)

23 Jan 23 - Myers Briggs Step 1

25 Jan 23 - Managing Imposter Syndrome for FLP Leadership Fellows

**February**

07 Feb 23 - Personal Well-Being

09 Feb 23 - Myers Briggs Step 2

23 Feb 23 & 20 Apr 23 - Action Learning Sets

**March**

01 Mar 23 - Effective Meetings

08 Mar 23 - Presentation Skills

15 Mar 23 - Structure and Power Dynamics in Healthcare Systems

21 Mar 23 & 28 Mar 23 - Writing for Publication

29 Mar 23 - Introduction to Coaching (Coaching skills for FLPs)

**April**

18 Apr 23 - Presentation Skills

27 Apr 23 - Myers Briggs Step 1

**May**

03 May 23 & 05 Jul 23 - Action Learning Sets

09 May 23 - Presentation Skills

17 May 23 - Myers Briggs Step 2

**June**

13 Jun 23 - Know Your 'Why'

22 Jun 23 - Know Your 'Why'

**Course Descriptions**

**Action Learning Sets**

*Facilitator: Susy Stirling*

*Course dates: 13 Oct 22 & 15 Dec 22, 02 Nov 22 & 04 Jan 23, 17 Jan 23 & 14 Mar 23, 23 Feb 23 & 20 Apr 23, 03 May 23 & 05 Jul 23 (This is a two-day course with a choice of 5 dates.)*

*Times: 10:00 - 16:00*

Action learning is a way of working in a small closed group in order to work on real issues, and thereby solve problems. It is aimed at developing a skilled response in the person whose issues are worked on as well as in the other members of the set. Action Learning is a vehicle for problem solving, self-discovery and for finding solutions to 'wicked' problems - i.e. those which defy common sense or obvious solutions because every solution seems to cause a problem for someone or something else. Sets are useful professional networks and can become support systems in themselves.

**Building Skills in Assertiveness and saying "No"**

*Facilitator: Kate Hampson, Richard Kay*

*Course dates: 21 Oct 22, 15 Nov 22, 02 Dec 22 (This is a one-day course with a choice of 3 dates.)*

*Times: 10:00 - 17:00*

This development session will focus on addressing some key leadership challenges identified by the Leadership Fellows. During this interactive session, we will explore the concept of assertiveness, the difference between being assertive and other types of behaviour, and how to be more assertive in the workplace while still being 'yourself'. The session will help participants to deal with specific difficult situations at work and to manage difficult conversations. Some of the issues covered will include: recognising your own default patterns of behaviour and the impact of this increasing your options and choices in specific situations reflecting on your inner barriers to being more assertive tips and techniques for increasing your assertiveness (and putting this into practice) giving & receiving feedback constructively making requests in a difficult situation assertively finding ways to say 'No' confidently feeling more comfortable with disagreeing and giving your opinion This training session will follow the Bimonthly meeting in the morning.

**Effective Meetings**

*Facilitator: Tim Williams, Susy Stirling*

*Course dates: 06 Sep 22, 19 Sep 22, 03 Oct 22, 17 Nov 22, 13 Dec 22, 01 Mar 23 (This is a one-day course with a choice of 6 dates.)*

*Times: 09:30 - 15:30*

Ever been to a meeting, where nothing happens? Or it just seems like lots of talking? Round and round in circles? Ever wondered how you could keep things on track a bit more and actually get somewhere in those deliberations? Nancy Kline has spent her career working on tools to enhance communication so that people can be more effective in the workplace. If you would like to learn some of her tools for more effective meetings, then this workshop may be of interest.

**Introduction to Coaching Skills**

*Facilitator: Susy Stirling*

*Course dates: 19 Jan 23, 29 Mar 23 (This is a one-day course with a choice of 2 dates.)*

*Times: 10:00 - 15:00*

This is a one-day interactive workshop and will introduce participants to the building blocks required to be an effective coach, and to a model they can use straightaway to begin to develop their own coaching skills.

**Know Your 'Why'**

*Facilitator: Susy Stirling*

*Course dates: 22 Jun 23, 13 Jun 23 (This is a one-day course with a choice of 2 dates.)*

*Times: 10:00 - 15:00*

Where am I now and how did I get here? Where am I going next? Your leadership fellowship is intense and busy. Although it includes reflective activities these can sometimes get pushed aside towards the end of the year in the rush to bring projects to completion or handover. But a return to the day job rarely provides any more reflective time. This workshop is an opportunity to identify what you have learned and how you plan to use it as you move forward in your career.

**Leadership for Clinicians On the Future Leaders Programme**

*Facilitator: Christopher Lewis, Rammina Yassaie*

*Course dates: 08 Aug 22, 15 Aug 22, 18 Aug 22 (This is a one-day course with a choice of 3 dates.)*

*Times: 09:00 - 15:00*

This is a course aimed at all colleagues who have recently started the Future Leaders Programme and have not previously attended the Leadership for Clinicians Early in Their Careers Course.

This will be an interactive, reflective day providing an understanding of clinical leadership and its role within the NHS.

**Leadership in a VUCA Environment**

*Facilitator: Susy Stirling*

*Course dates: 27 Sep 22, 12 Jan 23 (This is a one-day course with a choice of 2 dates.)*

*Times: 09:30 - 12:30*

VUCA stands for Volatility, Uncertainty, Complexity and Ambiguity.

It is likely we will encounter each of these in our leadership journeys. This workshop will look at frameworks to help us make sense of:

* Transition and change and what the difference is between them
* Our own responses to being in a VUCA environment

We will use these frameworks to reflect on how we can best work in changing and VUCA environments and what skills are required for us as leaders if these are the conditions we are working in.

We will reflect on how we respond to being in a new set of circumstances and whether our action/impact matches our intention.

**Listening to Understand: Exploring Polarisation and Difference of Opinion**

*Facilitator: Susy Stirling*

*Course dates: 12 Oct 22, 08 Nov 22, 13 Dec 22, 05 Jan 23 (This is a one-day course with a choice of 4 dates.)*

*Times: 09:30 - 12:30*

Listening to understand and being able to change our perspective are fundamental skills for leadership. They are also key ingredients within teams for building an inclusive workplace. So how do we ‘listen to understand’? What skills help us remain open and curious? How do we avoid ‘groupthink’ and encourage independence of thinking? How do we create ‘brave’ spaces where colleagues feel free to express themselves, explore and change their perspective and show up authentically? How do we create a shame-free learning space where it feels ok to make a mistake? This half day workshop will aim to examine and find answers to these questions through personal reflection and pairs/small group work.

**Managing Challenging Conversations**

*Facilitator: Susy Stirling*

*Course dates: 15 Sep 22, 23 Nov 22, 06 Dec 22 (This is a one-day course with a choice of 3 dates.)*

*Times: 09:30 - 12:00*

Do you ever find yourself having conversations about someone when you should be having them with them? Have you ever spent more time in your head contemplating the conversation than actually having it? Do you ever feel apprehensive knowing there is a challenging conversation on the horizon?

If so don t worry. These are normal human experiences and can simply act as prompts that we need to add to our communication skill set.

How are you with receiving, and giving feedback? And how are you when things don t work out well? These are inevitable parts of human life, and of leadership.

This session will explore some tools that can help you prepare for, and navigate, challenging conversations that you encounter. It is unlikely that any of us will get through life without having any!

**Managing Imposter Syndrome for FLP Leadership Fellows**

*Facilitator: Susy Stirling*

*Course dates: 03 Oct 22, 10 Nov 22, 25 Jan 23 (This is a one-day course with a choice of 3 dates.)*

*Times: 10:00 - 15:00*

Imposter Syndrome or Phenomenon is defined as a collection of feelings of inadequacy that persist despite evidence of success. Imposters suffer chronic self-doubt and are unable to internalise their accomplishments however successful they are in their field. This phenomenon is surprisingly common. It can get in the way of professional progress and job satisfaction. Because it is so common, it can be helpful to discuss it in a group setting, explore what it is, how it affects you and what you can do about it. This one-day interactive workshop looks at what Imposter Syndrome is, how it gets in the way of our work, and then more importantly what tools are available to manage it. The day will include evidence-based solutions using ACT (Acceptance and Commitment Therapy) techniques. ACT has a huge body of evidence behind it and an impressive pedigree in providing practical tools that are easy to grasp and use. Participants unsure of whether this learning event is for them may be interested in completing the [online questionnaire](http://paulineroseclance.com/pdf/IPTestandscoring.pdf) devised by Pauline Clance, who first described the Imposter Phenomenon.

**Myers Briggs Step 1**

*Facilitator: Susy Stirling*

*Course dates: 19 Oct 22, 23 Jan 23, 27 Apr 23 (This is a one-day course with a choice of 3 dates.)*

*Times: 10:00 - 15:00*

This is a single day interactive workshop looking at a commonly used psychometric test the Myers Briggs Type Indicator. Completion of the questionnaire in advance of the workshop is a pre-requisite. The day requires no prior knowledge about MBTI. Aims: " To understand the Myers Briggs Type Indicator psychometric tool, and explore its place in leadership " To link with current national strategy on healthcare leadership and understand the link between greater understanding of self and improved patient outcomes " To understand the concept of preference and to know and appreciate one’s own preferences " To understand how one’s own preferences differ from other peoples, and to explore what this might mean in the context of work (teamwork and individual work) and our own leadership style " To understand and appreciate diversity amongst our colleagues (preferences and behaviours) " To understand next steps for your own leadership development Participants will deepen their understanding of their " Leadership style " Working relationships " Communication style " Ability to resolve conflict " Ability to manage change " Ability to value diversity " Ability to understand and work with team and organisational culture.

**Myers Briggs Step 2**

*Facilitator: Susy Stirling*

*Course dates: 22 Nov 22, 09 Feb 23, 17 May 23 (This is a one-day course with a choice of 3 dates.)*

*Times: 10:00 - 15:00*

This is a single day interactive workshop looking at a commonly used psychometric test the Myers Briggs Type Indicator. Completion of the questionnaire in advance of the workshop is a pre-requisite. The day requires no prior knowledge about MBTI.

**Personal Well-Being**

*Facilitator: Jaimee Wylam*

*Course dates: 22 Aug 22, 07 Feb 23 (This is a one-day course with a choice of 2 dates.)*

*Times: 09:30 - 16:00*

\* Do you notice negative emotions or stress in yourself and others?

\* Do you care for your own well-being?

\* Do your actions show that health and well-being are important to you?

This course provides an introduction to personal wellbeing and considers how this interacts with our working lives and leadership roles. There will be opportunities for personal reflection and group discussion.

**Presentation Skills**

*Facilitator: Tim Williams, Susy Stirling*

*Course dates: 29 Nov 22, 08 Dec 22, 09 Jan 23, 08 Mar 23, 18 Apr 23, 09 May 23 (This is a one-day course with a choice of 6 dates.)*

*Times: 09:30 - 15:00*

Overview of the Training This highly practical session will allow participants to think for themselves about what presenting well means for them and their audience. They will have the opportunity to consider the components and purpose of an excellent presentation and importantly how to connect with their audience. Participants will leave having delivered two short presentations on areas of challenge and passion and receive appreciation from a small audience. The training most suited to people who& " Recognise the importance of communicating their ideas well " Want their audience to think well about what has been presented " Appreciate the value of being authentic and passionate and humble in their leadership. " Want to take the first steps to overcoming their fear of public speaking, in a safe and supportive environment.

**Structure and Power Dynamics in Healthcare Systems**

*Facilitator: Edmund Cross*

*Course dates: 12 Oct 22, 15 Mar 23 (This is a one-day course with a choice of 2 dates.)*

*Times: 09:00 - 16:30*

This course will be an opportunity for participants to consider:

The current structure of the NHS

Dilemmas and tensions within the system

An introduction to Rank dynamics

Exploration of how rank dynamics affect individuals, services and systems.

**Writing for Publication**

*Facilitator: Mark Pickin*

*Course dates: 08 Nov 22 & 15 Nov 22, 21 Mar 23 & 28 Mar 23 (This is a two-day course with a choice of 2 dates.)*

*Times: 09:00 - 17:00*

This course is for anyone who wants to write an article for a peer reviewed journal. It is particularly suitable for those who have not done so before. It is about the writing process and is not a course on technical editing or critical appraisal. On day 1 you learn a writing method and on day 2, about a week later, you learn how to improve your draft and take it to submission.