

NHS CLN EFCCL

Emerging Frontline Clinical & Care Leadership Development Programme

A transformational Leadership Development Programme focussed on self-awareness, understanding your own abilities, skills and modulating them to be effective leaders within the NHS Healthcare environment over 6 months. The programme supports the individual and their organisation to evolve more empowered workplace environments that in turn leads to greater productivity and tangible change results. This programme is about placing people at the heart of what you do as a leader.

The training is offered by an experienced and an internationally acknowledged team from “Happy”, who have delivered transformational leadership development courses for clinicians and business leaders from both public and private sectors. The learning is derived from some of the world’s great workplaces (like Google and WL Gore) which will enable attendees to become a leader that people would choose to be led by. It will give the personal insight and practical leadership and management skills to help create and lead a high performing team. The training will focus on the NHS workplace and challenges that NHS colleague’s face through repeated periods of transformational change.

The 4 formal training days from the Happy Team are interspersed alongside access to a suite of Clinical Leaders Network modules to complement the core development sessions over the course of six months. In total, attendees would be exposed to over 40 CPD hours of Leadership development, training and networking.

Candidates who successfully complete the programme will be absorbed into the mainstream NHS Clinical Leaders Networks ongoing programmes.

**Key
outcomes
from this
programme**

- Become a credible leader that inspires trust
- Understand what enables people to work at their best
- High performing teams working to their strengths & to a common goal
- An agile and responsive team working within clear values and principles
- Greater trust and autonomy for your people
- High levels of accountability within the team, enabling them to deliver high quality on time
- A more engaged and motivated team
- Greater innovation and greater productivity
- Practical skills that you will be able to transfer to your workplace
- Raise the level of happiness in your team

Pre-Programme Preparation

- Complete an online questionnaire to identify your communication style
- Complete an online self-reflection questionnaire around your confidence to lead, and your leadership style

Module 1: All about You as a Leader

- The core of an effective culture, why put people at the heart of what you do?
- Identify who you are as a leader and your leadership attitudes and skills
- Find a buddy to work with, to support, and to hold to account for actions through the programme
- Create Psychological Safety at Work to enable high performance
- Build trust and credibility within your team and your organisation through a 'to be' list
- Develop your emotional intelligence, through understanding how your brain works
- Using your pre-programme preparation, understand your communication style, how to adapt it to work successfully with others
- Introduce the Happy Workplace planner and online portal to help you build positive habits

You will be excited about your leadership role, and how to bring out the best in you and others, have the space and opportunity to self-reflect in order to work successfully with your team.

eLearning Between Days One and Two

Discover how to be more productive and less 'busy' by identifying and changing your reflection, prioritising, email and meeting habits.

Module 2: Coaching and Valuing Others

- Effective 1 to 1's – what are they, why do them, who sets the agenda, what should you discuss
- Listening to understand rather than be understood – how to do this mindfully with the aim of valuing the other person
- The core of great leadership: coaching your team to success by empowering them to discover their own solutions
- Your role as coach and understanding what works and what doesn't
- Why, and how, to use TED invitations to develop your coaching skills
- Practice coaching and being coached
- The benefits and steps to providing positive feedback
- How to prepare, behave and present yourself assertively when giving feedback
- Practise a proven technique to prepare for important situations
- Transform anger and hurt feelings into powerful dialogue
- Make it safe to talk about almost anything
- Be persuasive, not abrasive
- Improve your professional working relationships through your conversations

Day two of the programme is all about learning and applying the tools you need to help your team feel resilient, empowered and valued.

Online Questionnaire Between Days Two and Three

Discover your top five strengths through a robust on-line questionnaire developed by Gallup, the StrengthsFinder 2.0.

Module 3: Motivation in a High Trust Culture

- Working adult to adult - understanding transactional analysis, the effect it has on your relationships and within the workplace
- Learn the skills to become a multiplier of your people's talents
- Who makes the decisions currently and what might you change about this
- Enable trust and autonomy, within clear guidelines to create true job ownership
- Be open and transparent in the information you share – what is off limits to staff?
- Discover the difference between accountability and responsibility
- Review your delegation habits and understand the key steps to delegating successfully
- Identify what stops you delegating and challenge these behaviours
- Pre-approval – what is it, what are the benefits of it and how to implement it?
- Using your on-line questionnaire results, understand your strengths and how well you are currently using them in your role
- Discover the 4 domains of leadership strength
- Review how well you know your team's strengths and how much they are using them in their roles

On Day 3 you will discover the structure and practicalities of how to create a truly great workplace by enabling and empowering your team and learning about your strengths and how they enable you as a leader, as well as giving you a tool to discover the strengths of your people.

Online Questionnaires Between Days Three and Four

Complete a second online self-reflection questionnaire around your confidence to lead, and your leadership style now.

Module 4: Setting You and Your Team up to Succeed

- A reflective journey — recap and summary of what has been covered, what you have applied and transformed, and what your challenges are
- Reflect on your new feedback from your team re your leadership style (based on the on-line questionnaire between day three and four)
- Discover the key to recruiting the right team members and ensuring their induction is a motivating experience
- The three resilience energies – physical, mental and emotional and how we can harness these to support our wellbeing and the wellbeing of others
- Build and nurture the resilience of your team

- A reflective journey – recap and summary of what has been covered, what you have applied and transformed, and what your challenges are
- Identify what you might adapt so it works for you, your team and your organisation
- Understand the process of building sustainable habits and changing behaviours long term, to embed the learning and create real action
- Identify your leadership purpose and vision for yourself and your team
- Draw up a personal, practical action plan beyond the programme

It will provide the space and opportunity to reflect on your leadership journey through this programme and recap what you have learnt and actioned. You will present your key learning and leadership purpose to the group. You will build in this vision to embed the changes and build the habits you want to adopt to transform you and your team.

**The “Happy”
Team
approach to
programme
delivery**

Every programme is designed to ensure complete individual involvement and participation; it will stimulate your thinking and challenge you. The key focus is on practical skills and real outcomes throughout. The content will involve an innovative and engaging blend of activities so that you can directly apply it to your current performance and your future success.
The four days are spread over six months to ensure it has a real impact and you get the chance to embed what you learn. It will include pre-course work and action alongside access to a suite of Clinical Leaders Network modules to complement the core development sessions.

**Learning via
Face to Face
Live Online**

All Zoom sessions are between 1 and 2 hours long and include a short break. We have scheduled the key learning around four days, each two months apart. On these days you should reserve out 10am to 4:30pm. This will allow you to join 2-3 interactive workshops and have time to reflect and do the assignments. We believe this combination of immersing yourself in the content for a whole day and having a few months between each day will create deep learning and will have a lasting impact.

**Feedback from
colleagues
across
previously
delivered
courses by
“Happy –
Serious
Learning”**

“Really well designed and delivered course. Management training/leadership for grown-ups at grown-up organisations.”

Remi Gberbo, General Dental Council

“The team demonstrates how the method for attaining a happy and high achieving workplace is within the grasp of any organisation – provided managers are prepared to be inventive and let go of past certainties.”

Brendan O’Keefe, Managing Director, Epic Ltd

“These ideas have energised me and my business to make changes that have increased our bottom line and made people more successful and fulfilled at work”

Simon Perriton, Chief Executive, Just-IT

**Applying for
CLN EFCCL
programme**

Please apply through completing NHS CLN EFCCL **Application Form**. Please remember that there are only 20 places for this cohort, so please ensure that all relevant sections and information is fully completed and is appropriate for your application to be successful.

Contact : The NHS Clinical Leaders Network Programme Team are contactable by e mail on CLN Admin Inbox admin@cln.nhs.uk