NHS CLN EFCCL

Emerging Frontline Clinical & Care Leadership Programme

A transformational Leadership 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 personal insights 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 colleagues 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 21 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	- Personal strengths and preferences - Authentic leadership - Psychological Safety and Emotional Intelligence - Compassionate & Inclusive Leadership - High performing, high functioning teams and team management - Coaching and mentoring - How to effectively engage and develop a shared vision - Key principles of change management - Benefits Realisation – the importance of delivering outputs and outcomes - The value of networks – personal networks, professional networks - Resilience and Wellbeing – looking after yourself and your team - Reflective assignment demonstrating learning and application throughout the course alongside personal commitment to further develop and nurture skills

Pre-Programme Preparation

Complete the Healthcare Leadership Model Self Assessment Questionnaire and the Self-Reflection Questionnaire. Discover your top five strengths through a robust on-line questionnaire developed by Gallup and watch the 'Welcome to CLN' and the ''Employee happiness at work' video.

Module 1: You as a Leader

- Authentic Leadership: What did you notice from your self assessment? What is authentic leadership?
- The Importance of attitude and intent and Leading with kindness
- 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
- Understanding Strengths and Preferences
- What is the principle of the StrengthsFinder?
- How to create a strengths-based culture
- 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
- Create Psychological Safety at Work to enable high performance
- How can you create spaces that are psychologically safe?
- Emotional Intelligence and the Chimp Paradox

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. Complete the Building Credibility and Trust e-learning, review Michael West on Compassionate and Inclusive Leadership materials and the ECLiPSe model.

Module 2: Leading Others

- Compassionate and Inclusive Leadership - Why it is important and what does the evidence show
- How to carry it out
- Leading Effective Teams: Four elements of effective teams: trust, purpose, learning and inclusivity
- How to increase motivation
- ECLiPSe Model
- Pre-approval – what is it, what are the benefits of it and how to implement it?
- Coaching - 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
- Practice coaching and being coached
- Mentoring

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

ELearning Between Days Two and Three

Complete the Management Behaviour Questionnaire, Watch the Transactional Analysis e-learning and the video from Jason Clarke on Change.

Module 3: Leading Change

- Shared Vision and Effective Engagement
- Purpose and the shared vision: big P and little P
- Learn the skills to become a multiplier of your people's talents
- Look at the RACI model for projects
- Discover the difference between accountability and responsibility
- Change Management Theory Kotter's 8-stage process for successful change Enabling people to be the authors of change Useful tools
- Benefits Realisation Making sure what you produce creates the outcome you are looking for. How and what to measure How do you know it has worked?

On Day 3 you will discover how to create a shared vision, understand change managements and look at advantages of benefits realisation.

PreWork for Day Four

Complete the Self-Reflection Questionnaire and an online questionnaire to identify your communication style. Prepare a presentation looking at what you are taking from the course and identifying your leadership purpose. Complete the Clinical and Care Network Maturity Tool and watch the video from CLN on the value of Networks.

Module 4: Leaders for the Future

- A reflective journey – recap and summary of what has been covered, what you have applied and transformed, and what your challenges are
- The Power of Networks and networking skills
- CLN Theory
- Using your pre-programme preparation, understand your communication style, how to adapt it to work successfully with others
- Definition of stress and resilience NHS advice on five ways to mental wellbeing Mindfulness Working with your thinking
- 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

You will look at the power of networks and enhancing the resilience of yourself and the team. You will be given space and opportunity to reflect on your leadership journey through this programme and recap what you have learnt and actioned.

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 previous EFCCL Attendees	*"Excellent course - very thought provoking and has led to significant changes to my leadership style and will shape my leadership journey for years to come!."* **Rebecca Dobson, Consultant Cardiologist** **Liverpool Heart & Chest Hospital NHS Foundation Trust** *"I have enjoyed all aspects of the programme, learnt and developed a lot into a more confident and effective leader. Being able to look at all aspects of leadership and apply these to my role has meant I am leaving with skills that will make a difference."* **Victoria Hughes, Head of Nurse Education and Support Worker Development** **Alder Hey Children's NHS Foundation Trust** *"I was apprehensive at the beginning on what I will learn, I have done multiple leadership trainings previously, how am I going to fit all this in and is it worth investing the time and effort? I thoroughly enjoyed the experience. Glad to admit I was wrong, I have already started practicing what I learned and seeing the positive impact of changing my leadership style on my team. Learning from others and connecting with my buddies on the course has been valuable experience for me. Thank you"* **Esra Sulaivany, Locum Consultant in Palliative Medicine** **Bridgewater Community Healthcare Foundation Trust**
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

happy ©
Creating joy at work