

Overview

It is curious really, when you stop and think about it that we train our doctors for seven years, or nurses for four or more and yet when we make them leaders or managers we expect them to pick it up over three days. We expect specialists to maintain their professional knowledge, yet when those same experts are in leadership or management roles we don't have the same demanding standards about their professionalism as leaders.

To make things more complex, research shows that many individuals, in all professions, carry on doing their old job when first promoted. Even when they learn to stop doing their old job, the move to management is often tinged with regret. Very few engineers want to be running an engineering company, nor research scientist a pharmaceuticals company, nor perhaps many clinicians a hospital.

Becoming a leader often means stopping doing something which attracted you into the profession to start with. Clinical leaders may have to stop caring for patients directly and instead create the environment where others can provide that care.

Aim

Developing Experts into Leaders is a customisable development programme that helps clinical and functional experts become effective leaders and managers with the NHS.

It helps the Trust to

- Understand the move from expert to leader and how the leadership role aligns with their strengths, motivations and aspiration

- Develop their 'soft' and 'hard' skills
- Bring together interpersonal skill and business understanding to deliver operational excellence
- Set the direction for the organisation, unit or team they lead and create an environment in which it can succeed

Benefits

Developing Experts into Leaders, when customised to your needs will give you:

- Experts who want to be leaders
- Experts who know that their main job is now as a leader and manager, not an expert
- Experts who have developed the core interpersonal and business skills that they need to be effective leaders and managers
- Leaders and managers who can deliver operational excellence
- Leaders who can set and deliver strategy

At a time when the NHS is crying out for leaders can you afford not to talk to us

Step 1: Knowing that I want to be an expert who leads

Diagnosis

Series of self reflection exercises and psychometric instruments to clearly answer:

- What am I good at?
- What do I get energised by?
- What do I really want to do?
- Does the role I have/am offered enable me to do what I am good at, energised by and want to do?
- What new things do I want to do / old things do I have to stop doing.

Step 2: Building core skills

Soft Skills

Develop critical inter-personal skills such as:

- Influencing skills
- Managing people for performance
- Managing conflict
- Building relationship
- Building high performing teams

Hard Skills

Develop critical business skills such as:

- Financial and budgeting skills
- Process design
- Demand planning

Step 3: Delivering the QIPP

Operational Excellence

Bringing hard and soft skills together to deliver:

- The QIPP
- Better Care
- Performance Improvement
- Cost Savings
- Managing suppliers / partners

Step 4: Setting Direction

Leadership Excellence

Moving from the day to day to look at the longer term to:

- Balance focus between the day to day and the long term
- Create engaging visions
- Develop robust strategy
- Commission cost effectively for the long term